



United Nations Development Programme
Country: Uganda
Project Document



Project Title Strengthening Institutional Framework for Service Delivery

NDAF Outcome(s): Capacity of selected government institutions and civil society improved for good governance and the realisation of human rights that lead to reducing geographic, socio-economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.

Expected CP Outcome(s): Selected local governments and oversight entities have capacity and deliver accountable, inclusive, and demand-driven social and economic services

Expected Output(s): Institutional frameworks including public, private, partnerships strengthened for service delivery at national and local governments levels

Implementing Partner: Ministry of Local Government (MoLG)

Responsible Parties: National Planning Authority (NPA)

Brief Description

The Project for strengthening institutional framework for service delivery will focus on four outputs. The first output is *supporting the strengthening of legal, policy and administrative frameworks for LG service delivery planning and management*. This will include: review of LG administrative set-up and structures and service delivery mandates; identifying inconsistencies in the legal and policy framework that affect planning, financing and administration of services in local governments and drafting of bills/amendments to address the inconsistencies; developing and supporting the implementation of LG planning and budgeting guidelines that are aligned to the NDP framework and that address crosscutting issues (HIV/AIDS, gender, environment and climate change management) and involve all stakeholders (CSOs and private sector); identifying inconsistencies and best practices and develop principles to guide service delivery and programme management approaches including those of CSOs in local governments; and developing a decentralised HIV/AIDS response strategic plan. The second output of the project is *enhancing national and LG capacity for service delivery*. This will include: revising and disseminating the National Local Government Capacity Building Policy (NLGCBP) and supporting LGs to revise and implement capacity building plans based on the revised NLGCBP; assessing and building the capacity of MoLG and NPA; and assessing and building the capacity of the decentralised HIV/AIDS response self coordinating entity. The third output is *developing and implementing public private partnership framework for enhancing service delivery in LGs*. This will include: development, printing, disseminating and supporting LGs to implement the PPP guidelines for LGs. The fourth output is *supporting the institutionalization of Gender Equitable LED Governance and LED actions at national and local level, including post conflict LGs*. Specific support by UNDP covers institutionalization of systems for periodical local economy and business assessments; strategic BDS provision, like locally rooted Market Information Systems (MIS) and capacity development of national LED structures and the development of a national LED policy, strategy and framework.

Project Period:	2011-2013		Total resources required	USD 3,802,500
Key Result Area (Strategic Plan):	Accountable Governance	Democratic	Total allocated resources:	USD 3,802,500
Atlas Award ID:	00062242		• Regular	USD 3,802,500
Start date:	Q2 2011		• Other:	
End Date:	Q 4 2013		Government (MoLG):	In-kind Contributions: Staff time, Office space
PAC Meeting Date:	1 June 2011			
Management Arrangements:	National	Implementation Modality (NIM)		

Agreed by Ministry of Finance Planning and Economic Development (Executing Entity): 

Agreed by MoLG (Implementing Partner): 

Agreed by UNDP (Senior Supplier): 

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ACRONYMS

ACBF	Africa Capacity Building Foundation
ACBF	African Capacity Building Foundation
AIDS	Acquired Immuno-Deficiency Syndrome
AMICAALL	Alliance of Mayors Initiative for Community Action on AIDS at Local Level
AWP	Annual Work plan
BDS	Business Development Services
CAIIP	Community Agricultural Infrastructure Improvement Programme
CBG	Capacity Building Grant
CBPs	Capacity Building Plans
CBU	Capacity Building Unit
CDD	Community Driven Development
CPAP	Country Program Action Plan
CSOs	Civil Society Organisations
DDP III	District Development Project (phase 3)
DLSP	District Livelihood Support Program
DPU	District Planning Units
FACE	Funding Authorisation and Certificate of Expenditure
GoU	Government of Uganda
HACT	Harmonised Approach to Cash Transfers
HIV	Human Immune-Deficiency Virus
JARD	Joint Annual Review of Decentralisation
LEBA	Local Economy and Business Assessment
LED	Local Economic Development
LGMSD	Local Government Management and Service Delivery
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MoFPED	Ministry of Finance Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
NAADS	National Agriculture Advisory Services
NDP	National Development Plan
NIM	National Implementation Modality
NLGCBP	National Local Government Capacity Building Policy
NPA	National Planning Authority
NUSAF	Northern Uganda Social Action Fund
PPDA	Public Procurement and Disposal Act
PPP	Public Private Partnership
PPR	Project Progress Reports
QPR	Quarterly Progress Reports
RP	Responsible Party
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
UAAU	Urban Authorities Association of Uganda
UAC	Uganda Aids Commission
ULGA	Uganda Local Government Association
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
USD	United States Dollars

1. SITUATION ANALYSIS

In 2010, Government of Uganda launched the National Development Plan (NDP) to guide its development path towards achieving the long-term development vision of “a transformed Ugandan society from a peasant to a modern and prosperous country”. Good governance in socio-economic development is one of the key strategies that have been emphasized by Government to achieve the NDP objectives. The NDP recognizes that good governance will enhance citizens’ ability to access affordable basic social services such as health, education, water, housing, power, transport and other essential infrastructure. A key element for promoting good socio-economic governance is to ensure meaningful participation of Ugandan population at all levels in the decisions that affect their daily lives.

However the NDP has also recognized that significant institutional and operational constraints for local and national government agencies in the delivery of services at the decentralized levels still remain. Some of the key constraints identified include: conflicting policy, legal and regulatory framework; inadequate capacity by the local governments to deliver their mandates; weak private sector capacity as well as poorly developed partnerships between the public and private sector in service delivery; and limited focus by local governments on activities that promote local economic development and growth all hindering effective delivery of services. In addition, recent reviews of decentralization¹ have among others identified a number of challenges facing delivery of services in local governments via decentralization.

To address these challenges, Government of Uganda still prioritises decentralisation as the mechanism for delivering effective and sustainable service to its people and for implementing the NDP. Thus, improving the performance of the decentralisation policy in Uganda is a key objective targeted by the Local government sector to enhance service delivery in LGs in the next five years. Among the critical action areas targeted by the LG sector include enhancing democratic and political governance in LGs; strengthening planning and budgeting to ensure citizen participation to determine their future; improving efficiency and effectiveness of human resources at district and lower local governments, etc² .

In this respect, the MoLG Public sector Management -Strategic Investment Plan (MOLG-PSMSIP) has targeted a number of outputs for strengthening the implementation arrangements for decentralisation policy: They include: harmonising LG policies, laws and regulations with those at the national level; supporting LGs to develop, review and enforce ordinances and bye-laws to support effective service delivery; strengthening LG institutions and systems to run on a sustainable basis by reviewing LG administrative setup in Uganda.; improving information flow and social accountability; promoting community participation in LG planning and decision making; enhanced revenue generation of LGs; enhancing monitoring of improvements to Local Government financing; promoting Local Economic Development; supporting affirmative action for post conflict and marginalised areas.

In line with the MOLG-PSMSIP, the Joint Annual Review of Decentralisation (JARD) 2011 prioritised, inter alia, to undertake steps to strengthen planning and budgeting in LG by preparing and issuing new planning guidelines to LGs as well as dissemination and localisation of the national development planning process to promote accessible and quality service delivery. It also prioritised to undertake a comprehensive review of local government set up as well as a review of local government financing mechanism to support sustainable service delivery in LGs³.

To support the implementation of the decentralization policy as well as the JARD priorities, a number of initiatives have been undertaken by government of Uganda supported by development partners. Some of the ongoing initiatives include those funded by the World Bank mainly focusing on administrative and fiscal decentralization; those funded by DANIDA mainly supporting service delivery and good governance and those funded by UNCDF mainly focusing on LED. Others include: capacity building grants being transferred by GoU for generic CD activities in LGs as well as a wide range of capacity development activities being implemented in a project mode by various donors to address capacity challenges facing LGs especially in the Post conflict areas of Northern Uganda. The Uganda Country Capacity

¹ For example the reviews made under various JARDS (from 2004 to 2010)

² MoLG Public sector Management -Strategic Investment Plan (MOLG-PSMSIP)

³ MOLG JARD undertakings 2011

Building Program supported by African Capacity Building Foundation (ACBF) via the NPA is yet another initiative which targets public expenditure management and accountability, strengthening national planning systems, strengthening capacity for manpower planning and development; strengthening capacity for policy making, monitoring and evaluation, strengthening statistical systems as well as public - private sector – CSO partnership. In addition, Government of Uganda has developed a national PPP framework policy for the country and is in the process of finalising the PPP Act.

However, the foregoing initiatives notwithstanding, there are a number of challenges that still exist which this project will attempt to address whilst balancing interventions at the national and LG levels, avoiding duplication, exploring synergies and focusing on UNDP niche in the areas of institutional strengthening and capacity development. The challenges to be addressed by this project are:

- a) Policy, legal and administrative frameworks that do not encourage and / or facilitate effective participation of all parties (including CSOs) in the local government development planning and management and service delivery processes. In many respects, the laws and development approaches of both government programmes and CSOs are not fully harmonised and supportive of and consistent with the decentralisation principles. Some of the areas (not exhaustive) that reflect inconsistencies in the legal and policy frameworks for LG planning and budgeting that have been cited in the consultations leading to this project formulation include: the Budget Act that is not adequately connected to LG budgeting process as it focuses on national budgeting process yet would guide budgeting at both the national and LG levels; planning and budgeting timeframes that do not allow adequate contribution of LGs to national plans and budgets; unclear division of roles, responsibilities, and mandates between MoLG and NPA with regard to guiding LG development planning and budgeting processes; and the current LG planning and budgeting guidelines that reflect redundant, repetitive and outdated processes that need to be revised. In addition some of the current planning and budgeting structures in LGs remain ad hoc and hence lack the legal mandate to perform their roles. Similarly, the current local government administrative set-up and functional configurations do not permit cost effective use of resources and delivery of services especially due to the proliferation of LGs. This has led to among others: uncoordinated development programs; duplicative and resources-wasting approaches; as well as ineffective allocation of public resources for social and economic services in local governments.
- b) Inadequate institutional capacity of Local Governments to perform their mandates. Main institutional capacity challenges facing LGs include inadequate staffing; staff with insufficient skills and knowledge (generic, sector specific and for addressing crosscutting issues); limited tools; as well as poor work behavior/attitude. These challenges have been aggravated by the proliferation of local governments many of which are functionally non-viable. Further, institutional strengthening of LGs is hampered by the high HIV prevalence rate at 10.1% and 5.7% in urban and rural areas respectively⁴ The capacity-related effects of HIV include reduced labor productivity for LG staff, poor business performance translating into reduced incomes at the individual business level, which inadvertently leads to loss of revenue by local governments. Moreover LGs have limited funding for HIV/AIDS and often relegates HIV/AIDS interventions and are grappling with limited human resource capacity to support their HIV and AIDS responses.
- c) The delivery of services by government institutions with minimal and informal participation of private and non-state actors has continued to alienate the general population from the national development process and also compounded the problem of limited capacity of government agencies. The government has not fully exploited the comparative and competitive advantages in the private and other non-state sectors in improving service delivery.
- d) Insufficient focus by current local government development and planning frameworks on local economic development aspects, a factor that has perpetuated a vicious cycle of poverty amongst the population. The

⁴ National Sero-Behavioral Survey 2004/05.

limited LED efforts that are in place do not sufficiently address the interests of the marginalized groups especially women.

The above service delivery challenges and the decentralization policy thrust have provided the context and basis for UNDP support to the strengthening of institutional framework for service delivery in national and local government institutions under 2010 – 2014 country program cycles.

2. PROJECT STRATEGY

Overall, the Strengthening Institutional Framework for Service Delivery project aims to contribute to the realization of CPAP outcome 1.3 which stipulates that: **“selected local governments and oversight entities have capacity and deliver accountable, inclusive, and demand-driven social and economic services.** As indicated in the approved CPAP 2010 - 2014, this outcome is to be contributed to by a number of CPAP outputs one of them (1.3.1) targeting strengthening **“Institutional frameworks including public, private, partnerships for service delivery at national and local governments levels”.** This project document is for addressing this CPAP output.

The project comes at the backdrop of ongoing efforts by government of Uganda to deliver sustainable development and effective services via the recently formulated National Development Plan (NDP). As highlighted in the analytical framework of the NDP, enhancing participatory and accountable development and service delivery needs to be underpinned, inter alia, by a supportive legal and regulatory framework that enables all citizens and development actors to take active part in the national development process. The NDP also underscores the need for capacitating national and local government institutions and CSOs to adopt innovative ways of delivering services to the population. Therefore, this project is to contribute to this overarching NDP ambition by focusing on harmonizing the laws, regulations, guidelines and administrative structures governing local government budgeting, planning and service delivery as well as providing requisite capacity to local and national government institutions rendering services to the population. The project is also to offer limited operational support to national and local government institutions to apply the revised legal and policy frameworks as well as the different capacities acquired to improve service delivery and to provide learning lessons.

As an overall strategy, enhancing accountable, inclusive, and demand-driven social and economic services is to be achieved through strengthened legal and policy frameworks for planning and budgeting as well as LG structures that provide a conducive institutional climate for service delivery. This needs to be followed by enhancing the capacity of the public sector institutions at the national and LG levels to deliver services; and a strategic exploitation of the comparative and competitive advantages of private and non-state actors through putting in place workable public private partnerships aimed at maximising efficiency in service delivery; and finally supporting economic development for the population which provide basis for sustainable service delivery.

Four key outputs have been selected under this project to contribute to the CPAP outcomes. These project outputs including the background scenarios they set out to address, the anticipated contribution to the CPAP output and outcome as well as the respective activities to be implemented under each output are explained in this section below. However, whereas the CPAP is scheduled to expire in 2014, this project document has been detailed for three years (2011 to 2013). This is because the project is anticipated to result in a number of changes in the legal framework and administrative structures of LGs as a consequence of the interventions in the first three years. These changes are anticipated to create new demands that will need to be addressed in the fourth year to concretize the project results. It has therefore not been found prudent to prescribe activities for the fourth year and this is in line with the overall CPAP strategy that emphasizes inclusive and demand-driven approaches. Selected project outputs include:

Output 1: Legal, policy and administrative frameworks for LG service delivery planning and management strengthened

Supporting effective and sustainable service delivery in local governments in Uganda calls for viable LG structures with feasible functional assignments; harmonized local government development planning and management processes and programs running in line with the overall national development framework and that addresses crosscutting issues including gender HIV/AIDS as well as environment and climate change management. There is therefore a critical need to address the inconsistent legal, regulatory and coordination frameworks governing local government planning, budgeting and development execution processes as a crucial starting point for the required harmonization. New policy and legal frameworks that permit effective participation of all development actors/ stakeholders (including men, women and vulnerable groups, etc) is desirable in the early stages of the NDP implementation process. The following activities will achieve the required output:

- i. Review the administrative set-up, functions, mandates, and resources configuration of LGs⁵ and LG structures⁶. Identifying inconsistencies in the legal and policy framework and drafting of bills/amendments to address the inconsistencies;
- ii. Revising, disseminating and supporting the use of LG planning and budgeting guidelines that: borrow lessons from the ongoing initiatives (e.g. from sector ministries); are aligned to the NDP framework and that address crosscutting issues (HIV/AIDS, gender, environment and climate change management) whilst promoting and facilitating citizen engagement and effective involvement of all stakeholders (including CSOs and private sector)⁷;
- iii. Identifying inconsistencies and best practices and developing principles to guide service delivery and programme management approaches in local governments including those of CSOs;
- iv. Developing, disseminating and implementation of a decentralized HIV/AIDS response strategic plan, for the decentralized HIV/AIDS response self coordinating entity within the framework of the new National HIV/AIDS Strategic Plan.

Output 2: National and LGs capacity for service delivery enhanced

There is a big shift in the nature of capacity challenges facing local governments in Uganda from the institutional/ operational capacity gaps that they did face during the transition to and early stages of the decentralisation process to more technical and resources-related capacity gaps critical to sustaining a good level of service delivery today. This shift has underscored the need to have a new look at the national policy on local government capacity development and to take steps to help LGs to acquire the required capacity to guarantee sustainable services to their population. This should take into consideration the broader perspective of capacity development which focuses on the *process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time*. In addition to core LG functional areas, there is need to address capacity in HIV/AIDS, gender mainstreaming as well as environment and climate change management. But it is also crucial that MDAs supporting LG capacity development have themselves acquired residual capacity to support LGs. Hence the ongoing capacity development initiatives in the NPA and MOLG notwithstanding, providing supplementary and targeted capacity strengthening to the two national agencies that are responsible for steering the proposed activities under this project will be very crucial. Despite the interventions of the ACBF-supported Program in NPA, there is still need to support the respective NPA departments to give them capacity to interact with the MoLG and other national agencies to steer the harmonization of laws; to lead the formulation and operationalisation of LG planning and budgeting guidelines; and to host the respective LG capacity building initiatives that have been identified in the project. The needed capacity support for national agencies will, inter alia, include capacity to handle the numerous consultancies and studies that have been scheduled in the project and to steer the results of these consultancies to lead to formal enactment of laws, policies and guidelines by government authorities. A focused

⁵ The proposed review should be harmonized with the study to provide a holistic financing framework for LGs being undertaken by the ULGFC and the ministry of Finance Planning and Economic Development which mainly seeks to establish effective modalities for financing, management and accountability of LG funds.

⁶ Accountability dimensions will be addressed in the project dealing with Strengthening oversight functions for accountable service delivery

⁷ The crosscutting issues are addressed not as add on (or stand-alone) but part and parcel of the planning and budgeting guidelines to be developed in order to rationalize staff and other resources as well as ensuring implementation with the decentralized structures.

assessment of the capacity gaps of the respective national agencies (NPA and MOLG) will precede utilization of the funds allocated for this activity.

The following activities will achieve the required project output under this component:

- i. Revising and disseminating the National Local Government Capacity Building Policy (NLGCBP) and supporting capacity building planning and implementation at the LG level within the context of the revised NLGCBP⁸;
- ii. Capacity needs assessment, capacity building planning and implementation of capacity building activities in MDAs focusing on MoLG and NPA;
- iii. Enhancing the capacity of the decentralized HIV/AIDS response self-coordinating entity; and enhancing the local government capacity to implement HIV/AIDS responses.

Output 3: Public - Private partnership framework for enhancing service delivery in LGs Implemented

Public Private Partnership (PPP) has been identified as a crucial innovation for improving public service delivery in Uganda. This is because of its potential for enabling government agencies to exploit the comparative and competitive advantages hosted in the private sector to enhance delivery of public services while at the same time providing the vital support to economic development for the people. In March 2010 Government of Uganda approved a PPP policy and is in the process of enacting a PPP Act to guide the execution of this innovative approach. However, whereas the PPP policy provides a high level framework that applies to all Uganda government ministries, autonomous government departments, LGs and statutory corporations delivering public services, this policy is not widely known in most MDAs and LGs. Secondly, operationalisation of the policy calls for development of detailed guidelines addressing respective needs of the different stakeholders. Meanwhile a number of ministries including the MoLG have been taking initiatives to draft separate PPP “policies”. These initiatives need be rationalized with the national PPP policy by turning them into guidelines rather than separate policies. Against this background, this project will support specific activities that will operationalise the Uganda National PPP policy in Local governments by undertaking the following:

- i. Developing PPP guidelines for LGs building on the existing draft;
- ii. Printing and disseminating PPP guidelines for LGs; and
- iii. Training of Trainers to support the LGs to use the PPP guidelines for LGs.

Output 4: Local Economic Development in LGs (including post conflict ones) Institutionalized

Government of Uganda, in collaboration with UNDP and UNCDF, is implementing the DDP III focusing on the institutionalization of Local Economic Development (LED) governance and enhancing local economic development in local governments. In the first instance Local Economic Development can be defined as an *outcome*, which implies a positive, sustained and comprehensive change in the quality of people’s life and a measurable improvement in their economic wellbeing within a defined territory like a district. Ultimate LED outcomes concretely entail increased sustainable and equitable (pro- poor) production (value addition and business transactions as well), income and employment, and therefore contributing to improved and sustainable livelihoods through direct and indirect contributions to livelihood capital assets of women and men within a defined territory.

Based on the definition of LED as an outcome the DDPIII Project Document defines a LED as a process through which partnerships between LGs, other LED promotion actors, the private sector and communities are established to enable the joint and strategic management of the resources and the stimulation of the economy of a well defined territory which functions within a national economic, policy, regulatory and institutional context. The focus of DDP III is to support LG development processes to give sufficient attention to local economic development promotion in the same way they do to social service delivery and by anticipating synergies at the process and outcome levels. The focus is on LG providing the environment and actions conducive for LED to prosper while allowing and facilitating the private

⁸ The review of the NLGCBP should be harmonized with the capacity building interventions being planned to be implemented under the Civil Service College being established by the ministry of Public Service with support from the World Bank

sector to take the lead. Thus, the CPAP will continue to offer financial support to priority activities selected under the DDPIII program until the planned DDP III evaluation in 2012. UNDP is responsible for a number of activities as detailed in the DDP III annual work-plans. In the DDP III work-plan these activities are presented under the following broad categories⁹.

- i. Local economy and business assessments in LGs;
- ii. Responsive, effective and strategic BDS provision, like through locally rooted Market Information Systems (MIS)
- iii. Promoting gender equitable LED
- iv. Capacity development for LED Policy & Strategy Development, LED Governance and LED Coordination at national level¹⁰.

Project Management

The project will be implemented by MoLG with the NPA as responsible party in close collaboration with the Ministry of Finance Planning and Economic Development and other relevant MDAs and CSOs for the respective result areas such as legal and policy harmonisation¹¹, planning and budgeting guidelines, HIV/AIDS, gender mainstreaming as well as environment and climate change management, etc. The Project Support Team of the MoLG shall provide project support roles to the team. UNDP as the senior supplier will perform the quality assurance role.

Sections 3 and 4 present the Resources and Results Framework (RRF) and Annual Work plans for 2011, 2012 and 2013.

⁹ Details reflected in DDPIII work-plans

¹⁰ This activity will require coordination with other stakeholders concerning the promotion of LED for example the Uganda Chamber of Commerce

¹¹ The Uganda Law Reform Commission is one of the key relevant agency to be involved in this output

3. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Capacity of selected local governments and oversight entities built and delivering accountable, inclusive and demand-driven social and economic services
Outcome indicators Percentage of citizens in selected LGs satisfied with the level and quality of social and economic services (in satisfaction surveys) Percentage of LGs integrating gender disaggregated data, HR and HIV/AIDS in their plans, budgets and audits Baseline: Service delivery and oversight mechanisms exist but weak implementation Targets: Increased quality of social and economic services and monitoring reports/tools from oversight entities. Plans, budgets, audits of local governments reflecting cross cutting issues
Applicable Key Result Area (Strategic Plan): Accountable Democratic Governance
Partnership Strategy: The project shall be implemented by MoLG in close collaboration with NPA. Partnerships shall also be pursued with key actor in the area of planning within the framework of decentralised governance these will include but not be limited to the members of the sector working group on public sector management and the public service and decentralisation development partners group.
Project title and ID (ATLAS Award ID): Strengthening Institutional Framework for Service Delivery

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
<p>Output 1: Legal, policy and administrative set-up and structure for LG service delivery planning and management strengthened</p> <p>Baseline: Weak and inconsistent, legal, regulatory and coordination frameworks for service delivery.</p> <p>Indicators:</p> <ul style="list-style-type: none"> – Harmonised Local Government Act, NPA Act and Budget Act – Revised LG structures – Revised LG development plans 	<p>Targets 2011</p> <ul style="list-style-type: none"> i. LG administrative set-up and structures revised ii. Decentralised HIV/AIDS response strategic plan developed (for the decentralised response self coordinating entity) iii. Gaps and Inconsistencies in the LG Act, NPA Act and Budget Act identified; iv. Revised LG planning and budgeting guidelines produced v. Inconsistencies in service delivery and program management approaches in LGs identified <p>Targets 2012</p>	<ul style="list-style-type: none"> i. Commission a study involving dialogue at the national, LG and community levels to review and make recommendations on the appropriate LG administrative set-up and the respective service delivery mandates ii. Commission a study to review LG structures iii. Commission a consultancy to develop the Decentralised HIV/AIDS response strategic plan in line with the revised National HIV/AIDS Strategic Plan. iv. Commission a consultancy to identify all inconsistencies/gaps in the legal and policy framework (LG Act, NPA, and Budget Act). v. Commission a consultancy to revise the LG planning and budgeting guidelines ensuring alignment with the national planning framework, addressing of crosscutting issues (HIV and AIDS, gender, environment and climate change management), planning for LED, PPP and sectors etc..¹² 	<p>Ministry of Local Government</p> <p>National Planning Authority</p>	375,000

¹² The revision of the guidelines will require a multi-disciplinary team to cover all the relevant areas and issue of appropriate guidelines for alignment of crosscutting issues within national planning and budgeting frameworks.

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
	<ul style="list-style-type: none"> i. Draft bills/ amendments to laws and policies produced ii. Revised LG planning and budgeting guidelines printed and distributed iii. LGs trained on the revised planning and budgeting guidelines (including CSOs) iv. DPUs provided with tools v. Principles to guide harmonization of development and service delivery programs in LGs produced vi. Principles for implementation of development / service delivery programs in LGs printed and distributed 	<ul style="list-style-type: none"> i. Facilitate consultative process to identify proposals that inform amendments to laws and policies (reference to output 1 activity 4). ii. Printing of the revised planning and budgeting guidelines iii. A national training pool of trainers identified and trained in the revised planning guidelines¹³ iv. A national training pool of trainers identified for the district level on the revised planning guidelines. v. Consultations with all stakeholders (including CSOs to develop harmonised guidelines for service delivery. vi. Dissemination of guidelines for implementation of development / service delivery programs in LGs 	National Planning Authority	500,000
	<p>Targets 2013</p> <ul style="list-style-type: none"> i. LGs trained on the revised planning and budgeting guidelines (including CSOs) ii. DPUs provided with tools 	<ul style="list-style-type: none"> i. Procure tools for Planning Units (PUs) in approximately 40 newly created districts¹⁴. 	National Planning Authority	350,000
<p>Output 2: National and L capacity for service delivery enhanced</p> <p>Baseline: Inadequate capacity by LGs to deliver services</p> <p>Indicators:</p> <ul style="list-style-type: none"> – Revised NLGCBP (capacity building strategy for LGs) in place – Number of LGs with revised Capacity Building Plans 	<p>Targets 2011</p> <ul style="list-style-type: none"> i. A revised National Local Government Capacity Building Policy ii. Capacity needs assessment report for MoLG and NPA 	<ul style="list-style-type: none"> i. Commission a consultancy to review the relevance and effectiveness of current capacity building strategies to improving service delivery in LGs¹⁵ and refine the NLGCBP based on the results of the study whilst addressing crosscutting issues (gender, HIV/AIDS, environment and climate change management etc.) ii. Consultancy to conduct capacity needs assessment and formulate the capacity building plans of NPA and MoLG to support LG service delivery 	MoLG	80,000
	<p>Targets 2012</p> <ul style="list-style-type: none"> i. Revised National Local Government Capacity Building Policy printed and distributed ii. 50 districts with capacity building plans produced and implemented based on revised NLGCBP 	<ul style="list-style-type: none"> i. Printing and distribution of the revised NLGCBP ii. Training of Trainers to support LG capacity building planning and implementation in 50 districts based on revised NLGCBP and which address crosscutting issues (gender and HIV/AIDS etc.) iii. Support the implementation of capacity building activities as identified in the capacity needs assessment and detailed in the capacity building plans of MoLG and NPA which may include: 	MoLG	675,000

¹³ ToT from the sectors and NPA.

¹⁴ To be determined based on further consultation with NPA and MoLG.

¹⁵ The study will focus on all aspects that affect performance of LGs including: staffing; skills and knowledge, systems and procedures; tools and equipment; job behaviors etc.. Current approaches mainly focus on bridging skills and tools gaps and this has not been sufficient in addressing all performance dysfunctions in LGs.

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
	<ul style="list-style-type: none"> iii. Capacity of MoLG and NPA enhanced iv. Capacity of the decentralised HIV/AIDS response self coordinating entity enhanced v. 50 districts with capacity to implement HIV/AIDS response enhanced 	<ul style="list-style-type: none"> short-term courses, exposure, re-tooling etc.. iv. Provide support including tools and operations to the HIV/AIDS response self coordinating entity v. Training of Trainers to LGs staff in 50 districts to support implementation of HIV/AIDS response activities 		
	<p>Targets 2013</p> <ul style="list-style-type: none"> i. 61 districts with capacity building plans produced and implemented based on revised NLGCBP ii. 61 districts with capacity to implement HIV/AIDS response enhanced 	<ul style="list-style-type: none"> i. Training of Trainers to support LG capacity building planning and implementation in 61 districts based on revised NLGCBP and which address crosscutting issues (gender and HIV/AIDS etc.) ii. Training of Trainers to LGs staff in 61 districts to support implementation of HIV/AIDS response activities 	MoLG	305,000
<p>Output 3: Public Private Partnership framework for enhancing service delivery in LGs developed and implemented</p> <p>Baseline: Limited use of PPP approach in LG service delivery</p> <p>Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development</p>	<p>Targets 2011</p> <ul style="list-style-type: none"> i. PPP Guidelines for LGs developed 	<ul style="list-style-type: none"> i. Consultancy to develop the Public Private Partnership (PPP) Guidelines for LGs (within the context of the national PPP framework) 	MoLG	25,000
	<p>Targets 2012</p> <ul style="list-style-type: none"> i. Public-Private Partnership Guideline for LGs printed and distributed ii. Training of Trainers in 50 districts on the Public-Private Partnership Guideline for LGs and effectively utilizing PPP approaches for service delivery and Local Economic Development 	<ul style="list-style-type: none"> i. Printing and distribution of Public-Private Partnership Guideline for LGs at national and local levels to both state and non-state actors. ii. Training of Trainers (ToT) on Public-Private Partnership for LGs in 50 districts 	MoLG	300,000
	<p>Targets 2013</p> <ul style="list-style-type: none"> i. Training of Trainers in 61 districts on the Public-Private Partnership Guideline for LGs and effectively utilizing PPP approaches for service delivery and Local Economic Development 	<ul style="list-style-type: none"> i. Training of Trainers (ToT) on Public-Private Partnership for LGs in 61 districts 	MoLG	152,500
<p>Output 4: Local Economic Development (LED) in LGs implemented and institutionalized¹⁶</p>	<p>Targets 2011</p> <ul style="list-style-type: none"> i. Local economy Business Assessment exercise conducted ii. Methodologies and capacities are developed and activated in LGs to 	<ul style="list-style-type: none"> i. Refine and complete Local Economy and Business Assessments (LEBA's) reports for DDP3 pilot districts; refine, finalize and print the LEBA Manual; and design, develop and disseminate LEBA information system to computerize data collection, analysis and reporting ii. Initiate Marketing Information System and Operationalize in 	MoLG	295,000

¹⁶ The activities under this output are already planned for and are ongoing under DDP III.

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
Baseline: LGs development approaches do not give sufficient attention to LED Indicators: Number of LGs implementing LED	promote responsive, effective & strategic BDS iii. Gender equity in LED Strengthened iv. National level capacity for enhancement of LED created	LGs iii. Prepare strategy and IEC materials to advocate and stimulate gender focused LED interventions in LGs. iv. National LED Working Group (Propagation Team) operational; National LED Framework developed & integrated with LED Policy & Strategy; undertake Public Relations Activities to increase on awareness of LED program; and printing and dissemination of the LED Policy and mobilization of other stakeholders to participate in the implementation of LED		
	Targets 2012 i. Local Economy Business Assessment exercise institutionalized ii. Methodologies and capacities are developed and activated in LGs to promote responsive, effective & strategic BDS iii. Gender equity in LED Strengthened iv. National level capacity for enhancement of LED created	i. Disseminate and support LGs to use the LEBA Manual (support Districts to undertake annual LEBA exercise) ii. Consolidate Marketing Information System in LGs iii. Printing of the strategy and IEC materials to stimulate gender focused LED interventions in LGs; and regional meetings to disseminate and orient LGs on use of the guidelines (including tracking and supporting LED initiatives for women). iv. Support operations of the National LED Working Group (Propagation Team); undertake Public Relations Activities to increase on awareness of LED program; and mobilization of other stakeholders to participate in the implementation of LED	MoLG	525,000
	Targets 2013 To be decided after the evaluation of DDP III			
Administrative costs, audit, monitoring and evaluation	Targets 2011 i. Performance monitoring undertaken Target 2012 i. Performance Monitoring ii. Financial Audit undertaken Target 2013 i. Midterm Evaluation undertaken ii. Financial Audit undertaken Target 2014 i. Final Evaluation undertaken ii. Financial Audit undertaken	i. Continuous monitoring of progress and performance ii. Financial Audit iii. Midterm review iv. Terminal project Evaluation		220,000
Grand-total				3,802,500

4. ANNUAL WORK PLAN

4.1. Year: One (2011)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened</p> <p>Baseline: Weak and inconsistent, legal, regulatory and coordination frameworks for service delivery.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Harmonised Local Government Act, NPA Act and Budget Act <p>Targets:</p> <ul style="list-style-type: none"> i. Gaps and Inconsistencies in the LG Act, NPA Act and Budget Act identified; 	<p>1. Activity Result: LG administrative set-up and structures and service delivery mandates revised</p> <p>- Action: Commission a study involving dialogue at the national, LG and community levels to review and make recommendations on the appropriate LG administrative set-up and structures and the respective service delivery mandates</p>					Ministry of Local Government	UNDP	Local Consultants	100,000
	<p>2. Activity Result: A report on inconsistencies in legal and policy framework approved</p> <p>- Action: Commission a consultancy to identify all inconsistencies/gaps in the legal and policy framework (LG Act, NPA, Budget Act).</p>					National Planning Authority ¹⁷	UNDP	Local Consultants	25,000

¹⁷ The study should be collaborative action between NPA, MoLG and MoFPED.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
ii. Revised LG planning and budgeting guidelines produced iii. Inconsistencies in service delivery and program management approaches in LGS identified Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	3. Activity Result: Revised LG planning and budgeting guidelines that are aligned to the national development planning and budgeting framework and that accommodate all development initiatives in the LG sector. - Action: Consultancy to revise the LG planning and budgeting guidelines focusing on among others alignment with the national development planning framework; integration of gender, HIV and AIDS, environment and climate change, LED, CDD, PPP, recurrent expenditures, linkage between plan and budget, linkage between the development and physical planning processes, harmonization of planning approaches currently being used in LGs, whilst addressing the marginalisation and exclusion of women, children and youths ¹⁸ .					National Planning Authority ¹⁹ (Which unit)	UNDP	Local Consultants	200,000

¹⁸ This will include a national workshop to discuss and validate the revised planning and budgeting guidelines.

¹⁹ The guidelines should be developed in close collaboration between NPA, MoLG (Policy and Planning Division); MoFPED (for budgeting purposes); MoGLSD (to ensure gender mainstreaming), Uganda AIDS Commission (UAC) and National Environment Management Authority (NEMA).

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
	<p>4. Activity Result: A report on inconsistencies and best practices in service delivery and program management approaches being used by all stakeholders (including CSOs) in LGs produced.</p> <p>- Action: Commission a study to identify inconsistencies and best practices in service delivery and program management approaches in LGs²⁰.</p>					Ministry of Local Government	UNDP	Local Consultants	USD 25,000
	<p>5. Activity Result: A Decentralised HIV/AIDS response strategic plan developed (for the decentralised response self coordinating entity)</p> <p>- Action: Commission a consultancy to develop the Decentralised HIV/AIDS response strategic plan</p>					Ministry of Local Government ²¹	UNDP	Local Consultants	USD 25,000

²⁰ This is to address the challenge that a number of programs being implemented in LGs use different and often contradicting approaches which undermine and overstretch LG resources (human, time and financial), confuse beneficiaries and compromise efficiency in service delivery.

²¹ The strategy should be developed in close collaboration with other stakeholders in the sector (e.g. AMICAALL, ULGA etc...)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 2: National and LG capacity for service delivery enhanced</p> <p>Baseline: Inadequate capacity by LGs to deliver services</p> <p>Indicators:</p> <ul style="list-style-type: none"> – Revised NLGCBP (capacity building strategy for LGs) in place – Number of LGs with revised Capacity Building Plans <p>Targets:</p> <ul style="list-style-type: none"> iii. Revised NLGCBP addressing performance gaps in LGs iv. Capacity needs assessment report for MoLG and NPA <p>Related CP outcome:</p> <p>1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>1. Activity Result: A revised National Local Government Capacity Building Policy produced²²</p> <p>- Action: Commission a consultancy to review the relevance and effectiveness of current capacity building strategies to improving service delivery in LGs²³ and refine the NLGCBP based on the results of the study whilst addressing crosscutting issues (gender, HIV/AIDS etc..)</p>					Ministry of Local Government	UNDP	Local Consultants	50,000
	<p>2. Activity Result: A report on capacity needs assessment and capacity building plans of NPA and MOLG</p> <p>- Action: Consultancy to conduct capacity needs assessment and formulate the capacity building plans of NPA and MoLG to support LG service delivery</p>					Ministry of Local Government and National Planning Authority	UNDP	Local Consultants	30,000

²² The revised NLGCBP should also aim at enhancing LG capacity to address gender, human rights and HIV/AIDS concerns in service delivery.

²³ The study will focus on all aspects that affect performance of LGs including: staffing; skills and knowledge, systems and procedures; tools and equipment; job behaviors etc.. Current approaches mainly focus on bridging skills and tools gaps and this has not been sufficient in addressing all performance dysfunctions in LGs.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 3: Public Private Partnership framework for enhancing service delivery in LGs developed and implemented</p> <p>Baseline: Limited use of PPP approach in LG service delivery</p> <p>Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development</p> <p>Targets:</p> <ul style="list-style-type: none"> i. PPP Framework Policy for Uganda disseminated ii. PPP Tool kit/Guidelines for LGs developed <p>Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>1. Activity Result: A Public Private Partnership (PPP) Tool kit/Guidelines for LGs in place.</p> <p>- Action: Consultancy to develop the Public Private Partnership (PPP) Tool kit/Guidelines for LGs (refining the existing MoLG draft) – which is in line with the Public-Private Partnership Framework Policy for Uganda developed by MoFPED as well as the PPP Legislation (now a bill pending Cabinet Approval) and based on documented PPP experiences at LG level)</p>					Ministry of Local Government	UNDP	Local consultants	25,000
<p>Output 4: Local Economic Development (LED) in LGs implemented and institutionalized²⁴</p> <p>Baseline: LGs development approaches do not give sufficient attention to LED</p> <p>Indicators: Number of LGs implementing LED</p>	<p>1. Activity Result: Local economy Business Assessment in LGs</p> <p>- Action: Refine and complete Local Economic & Business Assessments (LEBA's) reports for DDP3 pilot districts</p> <p>- Action: Refine, finalize and print the LEBA Manual</p> <p>- Action: Design, develop and disseminate LEBA information system to computerize data collection, analysis and reporting</p>					Ministry of Local Government	UNDP	Local consultants Audio Visual and Print Production costs (printing and publications)	130,000

²⁴ The activities under this output are already planned for and are ongoing under DDP III.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Targets: i. LED initiatives implemented Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	2. Activity Result: Methodologies and capacities are developed and activated in LGs to promote responsive, effective & strategic BDS - Action: Initiate Marketing Information System and implement in LGs					Ministry of Local Government	UNDP	Local Consultants	65,000
	3. Activity Result: Gender equity in LED Strengthened - Action: Prepare strategy and IEC materials to advocate and stimulate gender focused LED interventions in LGs.					Ministry of Local Government	UNDP	Local Consultants	25,000
	4. Activity Result: National level capacity for enhancement of LED created - Action: National LED Working Group (Propagation Team) operational - Action: National LED Framework developed & integrated with LED Policy & Strategy - Action: Undertake Public Relations Activities to increase on awareness of LED program (awareness campaign) - Action: Printing and dissemination of the LED Policy and mobilization of other stakeholders to participate in the implementation of LED					Ministry of Local Government	UNDP	Local consultants Audio Visual and Print Production costs (printing and publications)	75,000
TOTAL									775,000

4.2. Year: Two (2012)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Legal and policy framework for LG development planning and management harmonized</p> <p>Baseline: Weak, legal, regulatory and coordination frameworks for service delivery.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Harmonised Local Government Act, NPA Act and Budget Act <p>Targets:</p> <ul style="list-style-type: none"> i. Amendments to relevant laws and policies drafted ii. Revised LG planning and budgeting guidelines printed and disseminated iii. Principles to guide harmonization of development and service 	<p>1. Activity Result: Draft bills/ amendments to laws and policies produced</p> <p>- Action: Consultancy to support the revision of the laws and policies to address the identified inconsistencies in the LG Act, NPA, Budget Act.</p>					National Planning Authority ²⁵	UNDP	Local Consultants	45,000
	<p>2. Activity Result: Revised LG planning and budgeting guidelines printed and distributed</p> <p>- Action: Printing of the revised planning and budgeting guidelines</p>					National Planning Authority	UNDP	Audio Visual and Print Production costs (printing and publications)	100,000
	<p>3. Activity Result: LGs trained on the revised planning and budgeting guidelines (including CSOs)</p> <p>- Action: Training of Trainers on the use of the revised planning and budgeting guidelines at national level and 50 districts</p>					National Planning Authority ²⁶	UNDP	Contractual Services – Companies (Training and Education Services)	350,000

²⁵ The study should be collaborative action between NPA, MoLG and MoFPED.

²⁶ The training should be conducted in close collaboration between NPA, MoLG (Policy and Planning Division); MoFPED (for budgeting purposes); and MoGLSD (to ensure gender mainstreaming).

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>delivery programs in LGs</p> <p>Related CP outcome:</p> <p>1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>4. Activity Results: DPUs provided with tools</p> <p>- Action: Procure tools for DPUs²⁷ in 50 districts (e.g. computer, printer, photocopies, digital camera and scanner) to enable them effectively carry-out LG planning and budgeting processes</p>					National Planning Authority	UNDP	Equipment and Furniture	300,000
	<p>5. Activity Result: Principles to guide harmonization of development and service delivery programs in LGs produced</p> <p>- Action: Meeting with all stakeholders (including CSOs) and develop principles to guide harmonization of development and service delivery programs being implemented in LGs (based on the recommendations of the study in year 1)</p>					Ministry of Local Government	UNDP	Training, Workshops and Conferences	30,000
	<p>6. Activity Result: Principles for implementation of development / service delivery programs in LGs printed and distributed.</p> <p>- Action: Printing of the principles for implementation of development / service delivery programs in LGs</p>					Ministry of Local Government	UNDP	Audio Visual and Print Production costs (printing and publications)	50,000

²⁷ This will be based on an inventory assessment of the existing equipment in all DPUs.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 2: National and LG capacity for service delivery enhanced</p> <p>Baseline: Weak local governments capacity to deliver services to the population</p> <p>Indicators: Revised NLGCBP (capacity building strategy for LGs) in place – Number of LGs with revised Capacity Building Plans</p> <p>Targets:</p> <ul style="list-style-type: none"> i. Revised NLGCBP addressing performance gaps in LGs printed and disseminated ii. HLGs with revised CBPs iii. Identified Capacity needs of MoLG and NPA addressed <p>Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>1. Activity Result: Revised National Local Government Capacity Building Policy printed and distributed.</p> <p>- Action: Printing and distribution of the revised NLGCBP</p>					Ministry of Local Government	UNDP	Audio Visual and Print Production costs (printing and publications)	50,000
	<p>2. Activity Result: LGs with capacity building plans produced and implemented based on revised NLGCBP</p> <p>- Action: ToT to support LG capacity building planning and implementation at national level and in 50 districts</p>					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	150,000
	<p>3. Activity Result: Capacity of MoLG and NPA enhanced</p> <p>- Action: Support the implementation of capacity building activities as identified in the capacity needs assessment and detailed in the capacity building plans which may include: short-term courses, exposure and re-tooling</p>					Ministry of Local Government and National Planning Authority	UNDP		200,000
	<p>4. Activity Result: Capacity of the decentralised HIV/AIDS response self coordinating entity enhanced</p> <p>- Action: Provide support including tools and operations to the HIV/AIDS response self coordinating entity</p>					Ministry of Local Government	UNDP		150,000
	<p>5. Activity Result: LG capacity to implement HIV/AIDS response enhanced</p> <p>- Action: ToT to support implementation of HIV/AIDS response activities in 50 districts</p>					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	125,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 3: Public Private Partnership framework for enhancing service delivery in LGs developed and implemented Baseline: Limited use of PPP approach in LG service delivery Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development Targets: i. PPP Tool Kit/Guideline for LGs disseminated ii. Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	1. Activity Result: Public-Private Partnership Tool Kit/Guideline for LGs printed and distributed - Action: Printing and distribution of Public-Private Partnership Tool Kit/Guideline for LGs at national and local levels to both state and non-state actors.					Ministry of Local Government	UNDP	Audio Visual and Print Production costs (printing and publications)	150,000
	2. Activity Result: LGs trained on the Public-Private Partnership Tool Kit/Guideline for LGs - Action: Training of Trainers on Public Private Partnership for LGs at national and 50 districts					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	150,000
Output 4: Local Economic Development (LED) in LGs implemented and institutionalized ²⁸ Baseline:	1. Activity Result: Local economy Business Assessment in LGs - Action: Disseminate and support LGs to use the LEBA Manual (support Districts to undertake annual LEBA exercise)					Ministry of Local Government	UNDP	Local consultants	150,000

²⁸ The activities under this output are already planned for and are ongoing under DDP III.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>LGs planning and development approaches do not give sufficient attention to LED</p> <p>Indicators: Number of LGs implementing LED</p> <p>Targets: ii. LED initiatives implemented</p> <p>Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>2. Activity Result: Methodologies and capacities are developed and activated in LGs to promote responsive, effective & strategic BDS - Action: Consolidate Marketing Information System and in LGs</p>					Ministry of Local Government	UNDP	Local consultants	150,000
	<p>3. Activity Result: Gender equity in LED Strengthened - Action: Printing of the strategy and IEC materials to stimulate gender focused LED interventions in LGs. - Action: Regional meetings to disseminate and orient LGs on use of the guidelines (including tracking and supporting LED initiatives for women).</p>					Ministry of Gender, Labour and Social Development (Gender and Women Affairs)	UNDP	Audio Visual and Print Production costs (printing and publications) Workshops and conferences	150,000
	<p>4. Activity Result: National level capacity for enhancement of LED created - Action: Support operations of the National LED Working Group (Propagation Team) - Action: Undertake Public Relations Activities to increase on awareness of LED program - Action: Mobilization of other stakeholders to participate in the implementation of LED</p>					Ministry of Local Government	UNDP	Local consultants	75,000
TOTAL									2,375,000

4.3. Year: Three (2013)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1: Legal and policy framework for LG development planning and management harmonized</p> <p>Baseline: Weak, legal, regulatory and coordination frameworks for service delivery.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Harmonised Local Government Act, NPA Act and Budget Act <p>Targets:</p> <ul style="list-style-type: none"> iv. Amendments to relevant laws and policies drafted v. Revised LG planning and budgeting guidelines printed and disseminated vi. Principles to guide harmonization of development and service delivery programs in LGs <p>Related CP outcome:</p> <p>1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>1. Activity Result: LGs trained on the revised planning and budgeting guidelines (including CSOs)</p> <p>- Action: Training of Trainers on the use of the revised planning and budgeting guidelines in 61 districts</p>					National Planning Authority ²⁹	UNDP	Contractual Services – Companies (Training and Education Services)	305,000
	<p>2. Activity Results: DPU provided with tools</p> <p>- Action: Procure tools for DPUs³⁰ in 61 districts (e.g. computer, printer, photocopies, digital camera and scanner) to enable them effectively carry-out LG planning and budgeting processes</p>						National Planning Authority	UNDP	Equipment and Furniture

²⁹ The training should be conducted in close collaboration between NPA, MoLG (Policy and Planning Division); MoFPED (for budgeting purposes); and MoGLSD (to ensure gender mainstreaming).

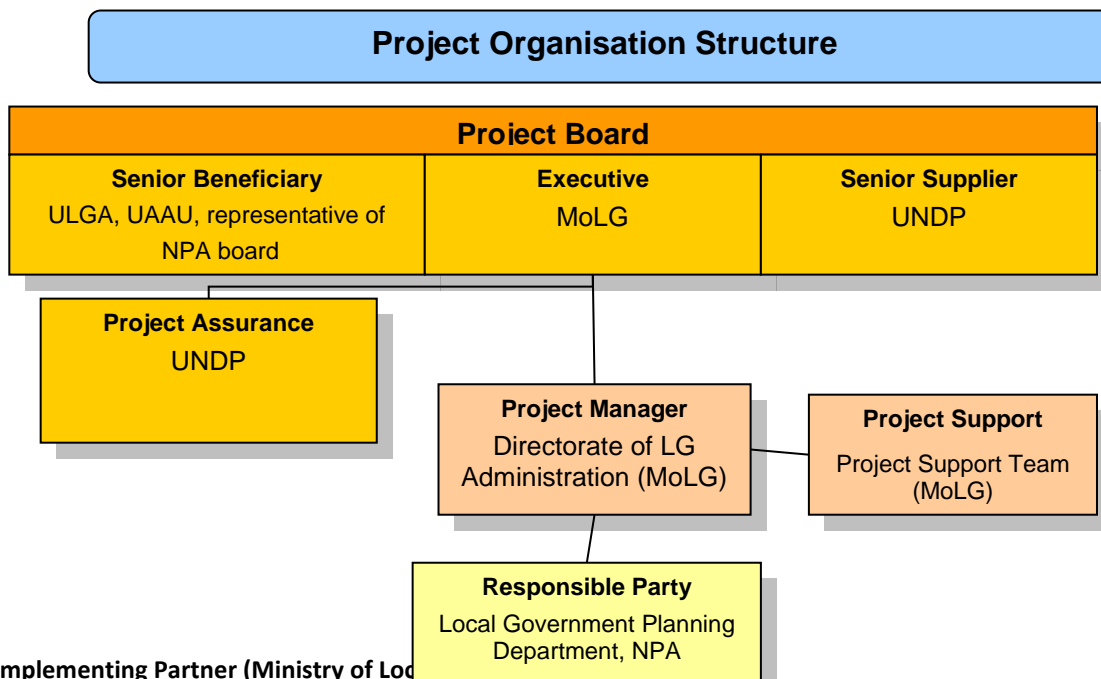
³⁰ This will be based on an inventory assessment of the existing equipment in all DPUs.

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 2: National and LG capacity for service delivery enhanced Baseline: Weak local governments capacity to deliver services to the population Indicators: Revised NLGCBP (capacity building strategy for LGs) in place – Number of LGs with revised Capacity Building Plans Targets: iv. Revised NLGCBP addressing performance gaps in LGs printed and disseminated v. HLGs with revised CBPs vi. Identified Capacity needs of MoLG and NPA addressed Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	1. Activity Result: LGs with capacity building plans produced and implemented based on revised NLGCBP - Action: ToT to support LG capacity building planning and implementation at national level and in 61 districts					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	152,500
	2. Activity Result: LG capacity to implement HIV/AIDS response enhanced - Action: ToT to support implementation of HIV/AIDS response activities in 61 districts					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	152,500
Output 3: Public Private Partnership									

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>framework for enhancing service delivery in LGs developed and implemented</p> <p>Baseline: Limited use of PPP approach in LG service delivery</p> <p>Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development</p> <p>Targets: iii. PPP Tool Kit/Guideline for LGs disseminated</p> <p>Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	<p>1. Activity Result: LGs trained on the Public-Private Partnership Tool Kit/Guideline for LGs</p> <p>- Action: Training of Trainers on Public Private Partnership for LGs at national and 61 districts</p>					Ministry of Local Government	UNDP	Contractual Services – Companies (Training and Education Services)	152,500
TOTAL									1,128,500

5. MANAGEMENT ARRANGEMENTS

The management arrangements are summarised in the organisation structure below and described thereafter.



The Ministry of Local Government (MoLG) is the Implementing Partner for this project. The MoLG is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. As per the results of capacity assessment (presented in annex II) the implementing partner is suitable and has the capacity to implement the project. The MoLG has the mandate for the project activities, has demonstrated interest, technical as well as leadership capacity as evidenced by the previous experience in the successful management of DP programs including those supported by UNDP. Moreover the MoLG uses government system for among others planning, procurement, personnel management, finance management, reporting and audit that meet international standards. In addition, the MoLG has an institutionalised annual review process involving a wide range of stakeholders. Worth to note is that UNDP and UNCDF use similar arrangements with the MoLG during the implementation of DDP III.

Responsible Parties (National Planning Authority)

The Responsible Party (National Planning Authority) will be directly accountable to the Implementing Partner (Ministry of Local Government) in accordance with the terms of agreement with the Implementing Partner. MoLG will use NPA in order to take advantage of their specialized skills and mandate in the area of development planning.

Project Board:

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

delegation of its Project Assurance responsibilities. The members of the Project Board will be: MoLG as the Executive; UNDP as the Senior Supplier; and ULGA/UAAU as representatives of the Senior Beneficiaries.

Project Assurance

Project Assurance is the responsibility of each Project Board member; however the role is delegated to UNDP Programme Officer. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. Project Assurance will be independent of the Project Manager

Project Manager

Within the MoLG, the Directorate of Local Government Administration shall be the Project Manager who will assume the overall coordination responsibility for project activities.

Project Support

The Project support team (PST) of the MoLG which is already providing support to MoLG under DDP III and LGMSD shall provide project support roles to the team.

Audit Arrangements

To ensure effective use of project resources, at least one project audit will be conducted by legally recognized Auditor of Government, or by a private Auditor engaged by Government and UNDP in the project life cycle or as required, based on the risk level of UNDP Uganda. In accordance with the provisions of the signed CPAP, special project audits by external auditors may be called upon by UNDP. The IP has audit obligations to: prepare in a timely manner all books of accounts and other financial records to facilitate scheduled and special audits; receive and review the audit report issued by the auditors; provide timely statement of the acceptance or rejection of any audit recommendations to UNDP; undertake timely actions to address the audit recommendations; and report on the actions taken to implement accepted recommendations to UNDP as required.

Project Funding

Project funds shall be allocated annually based on an approved AWP and the IP shall be advanced funds on a quarterly basis based on an approved quarterly work plan. In this case, the IP shall submit to UNDP a draft work plan within 15 days to the end of the quarter.

Financial accountability

The IP will be responsible for ensuring that all the resources allocated for project implementation against the AWP are effectively and efficiently utilized for undertaking planned project activities. In executing its role the, IP will also be responsible for maintaining up-to-date records and necessary controls for ensuring the accuracy and reliability of all financial information with regard to the implementation of the AWP. This will require, inter alia, that the IP's accounting system shall ensure that all disbursements are within approved budgets and shall track all advances received and disbursed, as well as all other related project financial transactions.

Reporting

Subsequent upon requesting for and receiving project funds from UNDP, the IP shall regularly submit to UNDP quarterly and annual progress reports with regards to activities, achievements, results and challenges, in accordance with UNDP guidelines and formats. In addition, UNDP shall organize periodic review meetings and project visits with the IP to assess the reported progress. At the closure of the project an end of project report shall be prepared and submitted to UNDP.

Similarly, with respect to financial reporting and in accordance with UNDP financial regulations and the Harmonized Approach to Cash Transfer (HACT) guidelines, the IP shall, on a quarterly basis request for funds and submit accountability to UNDP using the Funding Authorization and Certificate of Expenditure (FACE) report that will be provided by UNDP. In submitting accountability, the IP shall provide the FACE form together with other documents including detailed breakdown of expenditure, Bank Statement, Bank Reconciliation Statement and quarterly progress report. This shall be submitted within fifteen days after end of the quarter.

Upon completion/termination of the project, the IP shall prepare a financial and end of project report that shall be submitted to the UNDP within a maximum of one month after completion/termination of the project, including a complete inventory of project equipment and other supplies.

6. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- i. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- ii. An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- iii. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- iv. Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- v. A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- vi. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- i. **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ii. **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 1 (Atlas Activity ID)	LG administrative set-up, structure and service delivery functions and mandates revised	Start Date: July 2011 End Date: December 2011
Purpose	To make the LG administrative set-up and structures viable with feasible and well resourced service delivery functions	
Description	This will involve commissioning a study involving dialogue at the national, LG and community levels to review and make recommendations on the appropriate LG administrative set-up, structure, functional assignment and the resources requirements necessary to deliver their respective mandates and services	
Quality Criteria	Quality Method	Date of Assessment

Revised LG administrative set-up, structure and functional assignments	Review the report on revised LG administrative set-up, structure and functional assignments	December 2011
Revised service delivery mandates and resources requirement framework	Review of revised service delivery mandates and resources requirement framework	December 2011

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 2 (Atlas Activity ID)	A report on inconsistencies in legal and policy framework approved	Start Date: July 2011 End Date: December 2011
Purpose	To identify all inconsistencies in the legal and policy framework that affect service delivery in LGs	
Description	This will involve conducting a study to identify inconsistencies in the legal and policy framework (LG Act, NPA, Budget Act)	
Quality Criteria	Quality Method	Date of Assessment
Identified inconsistencies in the LG Act, NPA Act and Budget Act	Review the report on inconsistencies in legal and policy framework	December 2011

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 3 (Atlas Activity ID)	Draft bills/ amendments to laws and policies produced	Start Date: Jan 2012 End Date: June 2012
Purpose	To harmonise basic laws and policies governing local government planning and budgeting to provide a strong legal and policy framework conducive to support effective service delivery in LGs.	
Description	This will involve commissioning a consultancy to support the revision of the laws and policies to address the identified inconsistencies.	
Quality Criteria	Quality Method	Date of Assessment
Drafted amendments to relevant laws and policies	Review draft bills/ amendments to laws and policies	December 2012

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 4 (Atlas Activity ID)	Revised LG planning and budgeting guidelines that are aligned to the national development planning and budgeting framework and that accommodate all development initiatives in the LG sector.	Start Date: July 2011 End Date: December 2011
Purpose	To revise LG planning and budgeting guidelines that are aligned to the national development planning and budgeting framework and that address crosscutting issues (HIV/AIDS, gender) and involving all stakeholders (CSO and the private sector).	
Description	Commissioning a consultancy to prepare/develop the LG planning and budgeting guidelines	
Quality Criteria	Quality Method	Date of Assessment

Quality of the revised LG planning and budgeting guidelines	Review the revised guidelines	December 2011
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OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 5 (Atlas Activity ID)	Revised LG planning and budgeting guidelines printed and distributed	Start Date: Jan 2012 End Date: March 2012
Purpose	Provide reference materials for use by the LGs during the planning process	
Description	Printing and dissemination of the revised planning guidelines	
Quality Criteria	Quality Method	Date of Assessment
Printing and dissemination of the revised LG planning and budgeting guidelines	Observe the quality, content and quantity of revised planning guidelines printed and distributed to LGs	December 2012

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 6 (Atlas Activity ID)	LGs trained on the revised planning and budgeting guidelines (including CSOs)	Start Date: April 2012 End Date: December 2013
Purpose	To create sustainable capacity within relevant national MDAs and LGs to support implementation and cascading of the revised planning and budgeting guidelines	
Description	Training of Trainers on the use of the revised planning and budgeting guidelines at national and LG levels	
Quality Criteria	Quality Method	Date of Assessment
Training of Trainers sessions conducted at National and Local Government Levels	Review quality, content and coverage of ToT sessions conducted at different levels	December 2013
LGs effectively utilizing the revised planning and budgeting guidelines	Review of the quality of the development plans produced	December 2013

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 7 (Atlas Activity ID)	DPU's provided with tools	Start Date: Jan 2012 End Date: December 2013
Purpose	To enhance the functional capacity of DPU's in LGs to enable them effectively carry-out LG planning and budgeting processes	
Description	Procure tools for DPU's ³¹ (e.g. computer, printer, photocopies, digital camera and scanner) to enable them effectively carry-out LG planning and budgeting processes	
Quality Criteria	Quality Method	Date of Assessment
Tools and equipment for DPU's procured and distributed	Observe quality and quantities of tools and equipment procured and distributed to LGs	December 2013

³¹ This will be based on an inventory assessment of the existing equipment in all DPU's.

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 8 (Atlas Activity ID)	A report on inconsistencies and best practices in service delivery and program management approaches being used by all stakeholders (including CSOs) in LGs produced.	Start Date: October 2011 End Date: December 2011
Purpose	To identify all inconsistencies and best practices that affect and/ or enhance service delivery and programs management in LGs	
Description	Commission a study to identify inconsistencies and best practices in service delivery and program management approaches in LGs	
Quality Criteria	Quality Method	Date of Assessment
Identified inconsistencies and best practices in service delivery and program management approaches in LGs	Review the report on inconsistencies and best practices in service delivery and program management approaches	December 2011

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 9 (Atlas Activity ID)	Principles to guide harmonization of development and service delivery programs in LGs produced	Start Date: January 2012 End Date: March 2012
Purpose	To enhance effective service delivery and program management in LGs through cost rationalisation and wide operationalisation of best practices	
Description	Meeting with all stakeholders (including CSOs) and develop principles to guide harmonization of development and service delivery programs being implemented in LGs (based on the recommendations of the study in year 1)	
Quality Criteria	Quality Method	Date of Assessment
Level of consultation with all relevant stakeholders made as part of the development of the principles	Review the scope of participation of all key stakeholders in the preparation of principles	March 2012
Principles for harmonised service delivery and program management produced	Review the content and quality (<i>relevance, feasibility, etc</i>) of the principles developed	March 2012

OUTPUT 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened		
Activity Result 10 (Atlas Activity ID)	Principles for implementation of development / service delivery programs in LGs printed and distributed.	Start Date: April 2012 End Date: June 2012
Purpose	Provide formal guidelines for use by the LGs to achieve harmonised service delivery and program execution and management	
Description	Printing of the principles for implementation of development / service delivery programs in LGs	
Quality Criteria	Quality Method	Date of Assessment
Formal guidelines for use by the LGs in service delivery and program execution printed and distributed to users	Observe the quality, content and quantities of Formal guidelines printed and distributed	June 2012

OUTPUT 1: Legal and policy framework for LG development planning and management harmonized		
Activity Result 11 (Atlas Activity ID)	Decentralised HIV/AIDS response strategic plan	Start Date: October 2011 End Date: December 2011
Purpose	To develop a Decentralised HIV/AIDS response strategic plan for the Decentralised Self Coordinating entity incorporating the recommendations of the MTR of the National Strategic Plan.	
Description	The activity will involve: commissioning a consultant to develop the Decentralised HIV/AIDS response strategic plan.	
Quality Criteria	Quality Method	Date of Assessment
Decentralised HIV/AIDS response strategic plan produced	Review scope and content of the decentralised HIV/AIDS response strategic plan	December 2011

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 1 (Atlas Activity ID)	National Local Government Capacity Building Policy	Start Date: July 2011 End Date: December 2011
Purpose	To revise and disseminate the National Local Government Capacity Building Policy and implement the LG CBPs including capacity building for gender mainstreaming and HIV/AIDS prevention and impact mitigation.	
Description	The process will involve conducting a comprehensive study to review the relevance and effectiveness of current capacity building strategies to improving service delivery in LGs; refinement of the NLGCBP based on the results of the study	
Quality Criteria	Quality Method	Date of Assessment
Revised NLGCBP (capacity building strategy for LGs)	Review of the NLGCBP	December 2011

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 2 (Atlas Activity ID)	Revised National Local Government Capacity Building Policy printed and distributed.	Start Date: Jan 2012 End Date: March 2012
Purpose	To revise and disseminate the National Local Government Capacity Building Policy and implement the LG CBPs including capacity building for gender mainstreaming and HIV/AIDS prevention and impact mitigation.	
Description	The process will involve printing and disseminating of the revised NLGCBP.	
Quality Criteria	Quality Method	Date of Assessment
Revised NLGCBP addressing performance gaps in LGs printed and disseminated	Review the NLGCBP produced	March 2012

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 3 (Atlas Activity ID)	LGs with capacity building plans produced and implemented based on revised NLGCBP	Start Date: Jan 2012 End Date: December 2013
Purpose	To revise and disseminate the National Local Government Capacity Building Policy and implement the LG CBPs including capacity building for gender mainstreaming and HIV/AIDS prevention and impact mitigation.	

Description	Training of Trainers to support LG capacity building planning and implementation at national and LG levels	
Quality Criteria	Quality Method	Date of Assessment
Training of Trainers sessions conducted at Local Government levels	Review quality, content and coverage of ToT sessions conducted	December 2012

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 4 (Atlas Activity ID)	A report on capacity needs assessment produced	Start Date: October 2011 End Date: December 2014
Purpose	To enhance the capacity of MoLG and NPA to support LG service delivery	
Description	The process will involve conducting a capacity needs assessment of NPA and MoLG to support delivery of appropriate capacity building initiatives for the two agencies	
Quality Criteria	Quality Method	Date of Assessment
Capacity needs assessment	Review of the capacity needs assessment reports for MoLG and NPA	December 2011

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 5 (Atlas Activity ID)	Capacity of MoLG and NPA enhanced	Start Date: January 2012 End Date: December 2012
Purpose	To enhance the capacity of MoLG and NPA to support LG service delivery	
Description	The process will involve delivering capacity building interventions for the NPA and MoLG as identified in the capacity needs assessment	
Quality Criteria	Quality Method	Date of Assessment
Capacity building activities of NPA and MoLG	Review of capacity building activity reports	December 2012

OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 6 (Atlas Activity ID)	Capacity building of national agencies implementing HIV/AIDS responses	Start Date: January 2012 End Date: December 2013
Purpose	To build the capacity of national agencies implementing HIV/AIDS responses	
Description	The process will involve conducting a capacity needs assessment of national agencies implementing HIV/AIDS responses and delivering of capacity building activities as identified in the capacity needs assessment	
Quality Criteria	Quality Method	Date of Assessment
Capacity needs assessment	Review of the capacity needs assessment reports	December 2012
Capacity building activities for national agencies implementing HIV/AIDS	Review of capacity building activity reports	December 2012 December 2013

responses		
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OUTPUT 2: National and LG capacity for service delivery enhanced		
Activity Result 7 (Atlas Activity ID)	LG capacity to implement HIV/AIDS response enhanced	Start Date: January 2012 End Date: December 2013
Purpose	To build the capacity of LGs to implement HIV/AIDS responses	
Description	Training of Trainers to support the implementation of HIV and AIDS response activities in districts	
Quality Criteria	Quality Method	Date of Assessment
Training of Trainers sessions conducted at Local Government levels	Review quality, content and coverage of ToT sessions conducted	December 2012

OUTPUT 3: Developing and implementing public private partnership framework for enhancing service delivery in LGs		
Activity Result 1 (Atlas Activity ID)	Public Private Partnership (PPP) Guidelines for LGs	Start Date: October 2011 End Date: December 2011
Purpose	To customise the Public-Private Partnership Framework Policy for Uganda developed by MoFPED and approved by Cabinet in March 2010 as well as the PPP Legislation (now a bill pending Cabinet Approval) to the LG context	
Description	This will involve commissioning a consultancy to develop the Public Private Partnership (PPP) Tool kit/Guidelines for LGs (refining the existing draft)	
Quality Criteria	Quality Method	Date of Assessment
PPP Tool kit/Guidelines for LGs	Review the PPP Tool kit/Guidelines for LGs	December 2011

OUTPUT 3: Developing and implementing public private partnership framework for enhancing service delivery in LGs		
Activity Result 2 (Atlas Activity ID)	Public Private Partnership (PPP) Guidelines for LGs	Start Date: October 2011 End Date: December 2012
Purpose	To customise the Public-Private Partnership Framework Policy for Uganda developed by MoFPED and approved by Cabinet in March 2010 as well as the PPP Legislation (now a bill pending Cabinet Approval) to the LG context	
Description	Printing and distribution of Public-Private Partnership Tool Kit/Guideline for LGs at national and local levels to both state and non-state actors; as well as dissemination using both print and electronic (radio and TV) media	
Quality Criteria	Quality Method	Date of Assessment
PPP Tool kit/Guidelines for LGs	Review the PPP Guidelines for LGs	December 2012

OUTPUT 3: Developing and implementing public private partnership framework for enhancing service delivery in LGs		
Activity Result 3 (Atlas Activity ID)	LGs trained on the Public-Private Partnership Guideline for LGs	Start Date: July 2012 End Date: December 2013

Purpose	To ensure that LGs are effectively utilizing PPP approaches for service delivery and Local Economic Development	
Description	Training of Trainers on Public Private Partnership for LGs in districts	
Quality Criteria	Quality Method	Date of Assessment
Training of Trainers sessions conducted at Local Government levels	Review quality, content and coverage of ToT sessions conducted	December 2012 December 2013
Number of LGs implementing PPP arrangements	Review Monitoring reports for LGs	December 2013

OUTPUT 4: Supporting the implementation and institutionalization of LED in LGs		
Activity Result 1 (Atlas Activity ID)	Local economy business assessment exercises in LGs	Start Date: Ongoing End Date:
Purpose	To deepen and institutionalize local economy business assessment exercises in LGs	
Description	This will involve: refining and completing LEBA reports for DDP3 pilot districts; refining, finalizing and printing the LEBA Manual; designing, developing and disseminating LEBA information system to computerize data collection, analysis and reporting; and supporting Districts to undertake annual LEBA exercises.	
Quality Criteria	Quality Method	Date of Assessment
Number of LGs undertaking LEBA exercises	Review of LEBA reports	December 2012 December 2013

OUTPUT 4: Supporting the implementation and institutionalization of LED in LGs		
Activity Result 2 (Atlas Activity ID)	Business Development Services (BDS)	Start Date: July 2011 End Date: December 2012
Purpose	To develop and activate methodologies and capacities in LGs to promote responsive, effective and strategic BDS	
Description	The process will involve initiating and implementing marketing information system in LGs	
Quality Criteria	Quality Method	Date of Assessment
Number of LGs with marketing information system	Review LG LED reports	December 2012 December 2013

OUTPUT 4: Supporting the implementation and institutionalization of LED in LGs		
Activity Result 3 (Atlas Activity ID)	Gender equity in LED	Start Date: Ongoing End Date: December 2012
Purpose	To support institutionalisation of gender equitable local economic development in LG planning, budgeting and service execution	
Description	The activity will involve Preparation of a strategy and IEC materials to advocate and stimulate gender focused LED interventions in LGs.	
Quality Criteria	Quality Method	Date of Assessment
Strategy for advocating gender focused	Review strategy produced	December 2011

LED interventions in LGs produced		
IEC materials to advocate and stimulate gender focused LED interventions in LGs produced	Review quality, content and quantities of IEC materials produced and distributed	December 2012

OUTPUT 4: Supporting the implementation and institutionalization of LED in LGs		
Activity Result 4 (Atlas Activity ID)	National level capacity for LED	Start Date: Ongoing End Date: December 2012
Purpose	To create capacity at national level for enhancement of LED.	
Description	This will support the implementation of the National LED Working Group (Propagation Team); developing and integrating with LED Policy and Strategy the National LED Framework; undertake Public Relations Activities to increase on awareness of LED program; as well as printing, dissemination and mobilization of other stakeholders to participate in the implementation of LED.	
Quality Criteria	Quality Method	Date of Assessment
Support to the National LED Working Group	Review project reports to establish level of support offered and results achieved	December 2011 December 2012
National LED Framework developed and integrated	Review National LED Framework produced and extent of integration in national LED policy	December 2011 December 2012
Public awareness activities undertaken to popularise LED	Review relevant reports to ascertain level, and effects of public relations activities undertaken Also final evaluation to ascertain extent of public awareness of LED activities in respective LGs	December 2011 December 2012

7. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

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

The implementing partner shall:

- 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 implementing partner's security, and the full implementation of the security plan.

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.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project 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”.

8. ANNEXES

Annex I: Offline Risk Logo

Project Title: Strengthening Institutional Framework for Service Delivery	Award ID:	Date:
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#	Description	Date Identified	Type	Impact (I)& Probability(P)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delay to amend laws and implement revised administrative structures and LG set up.	April 2011	Regulatory	Inform CB Project Outcome will not be realised since delivery of project outputs will greatly be informed greatly depends on the review of laws. The likely potential is law since there is political and technical will to undertake the review. P = 3 I = 5	Effective mobilisation of all key stakeholders (including political leadership) to understand the need and benefits for rationalisation of LG structures	MOLG	MoLG	April 2011	
2	Institutions failing to agree on which law takes precedence over the other to facilitate harmonisation	April 2011	Strategic	Although impact is high, there is mechanism to deal with this risk e.g. the Law Reform Commission could be consulted to ascertain which	Establish a Multi-institutional task-team (NPA, MOG, MoFPED) to coordinate the legal harmonisation process	NPA	NPA	April 2011	

#	Description	Date Identified	Type	Impact (I)& Probability(P)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				law takes precedence. P = 2 I = 4					
3	Resistance by other development actors (e.g. sector ministries, NAADS, NUSAF, etc...) to changes in development and service delivery modalities / approaches	April 2011	Strategic	Impact will be around compromising efficiency and delivering service delivery at high cost hence negatively impacting on the realisation of the project outcome. However potential is medium if effective mobilisation of key stakeholders happens. P = 3 I = 4	Effective mobilisation of all key stakeholders to understand	NPA	LGs & Donors	April 2011	
4	Insufficient staff in National and LG institutions to facilitate effective implementation of project activities	April 2011	Operational / organisational	Government employees to implement but may not be in place hence impact on delivery of project activities. On the other hand Government is committed to	Undertake capacity development interventions to facilitate strengthening of internal capacity Establish strategic collaborations with other MDAs to augment internal capacity Use of external human resources to render technical support to the IP, RPs and LGs	MOLG, NPA, LGs	NPA, MoLG & LGs	April 2011	

#	Description	Date Identified	Type	Impact (I)& Probability(P)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				fund putting in place more staff hence potential risk is medium. P = 3 I = 2					
5	Adverse public opinion on the use PPP arrangements	April 2011	Political	Difficulty to tap in private resources, hence impact on delivery of project output P = 3 I = 4	Effective sensitization and education of all stakeholders on the PPP approach	MoLG	LGs	April 2011	
6	Delay in the release of funds (between UNDP and IP and between IP and RP)	April 2011	Financial	Project activities will not be implemented within the project time framework hence effects on delivery. P = 2 I = 3	Enforce timely accountability and reporting practices to facilitate prompt release of funds by UNDP Timely release of funds by the IP to the RPs is to be made a quality assurance parameter for the project	UNDP / MOLG	NPA	April 2011	

Annex II Capacity Assessment (Ministry of Local Government)

AREAS FOR ASSESSMENT	ASSESSMENT RESULTS
PART I. BACKGROUND INFORMATION	
1. History	The Ministry of Local Government is one of the oldest government ministries in Uganda. Though it has taken different names, the ministry responsible for local government was one of the few agencies of government established right at the time of Uganda's independence in 1962.
2. Mandate and constituency	<p>The Ministry of Local Government is mandated to carry out a number of responsibilities in the Local Government Act as follows³²:-</p> <ul style="list-style-type: none"> a) To inspect, monitor, and where necessary offer technical advice/assistance, support supervision and training to all Local Governments; b) To coordinate and advise Local Governments for purposes of harmonization and advocacy; c) To act a Liaison/Linkage Ministry with respect to other Central Government Ministries and Departments, Parastatals, Private Sector, Regional and International Organizations; and d) To research, analyze, develop and formulate national policies on all taxes, fees, levies, rates for Local Governments. <p>The primary constituencies are the Local Governments.</p>
3. Legal status	It is a Government of Uganda Ministry and has the legal requirements for operation in the Country
4. Funding	The Ministry of Local Government's main sources (s) of funds are: Central Government and Development Partners.
5. Certification	As A government ministry, the MOLG is not certifiable under national or international procedures.
6. Proscribed organizations	MoLG is not listed in any UN reference list of proscribed organizations.
PART II. PROJECT MANAGEMENT CAPACITY	
2.1 Managerial Capacity	
1. Leadership Commitment	The leaders of the MoLG are ready and willing to implement the proposed project.
2. Management experience and qualifications	The project will be managed by the Director, Local Government Administration. He has a wide range of experience in managing Government and Development Partner programmes including those funded by UNDP (like DDP III)
3. Planning and budgeting	The MoLG apply a results-based management methodology evidenced by measurable outputs in the Local Government Sector Investment Plan, the Budget Framework Paper as well as annual work plans.
4. Supervision, review, and reporting	On an annual basis, the MoLG organises the Joint Annual Review of Decentralisation attended by all the stakeholders where its performance is documented and discussed and the way forward agreed.
5. Networking	In executing its mandates, the MoLG collaborates with most MDAs at both national and local government levels. Most active collaborative relationships between MOLG and MDAs that are also relevant to this project include those with Ministry of Finance, Planning and Economic Development, Ministry of Public service, the Public service commission, the Parliament of Uganda, the Uganda Local Government Finance Commission. National Planning Authority etc. In addition MoLG networks with non-state actors active in the LG sector notably the LG Associations. The MoLG also networks public and private sector training institutions like Uganda Management institute, Makerere University, Uganda Martyrs University, Uganda Christian university, Multitech Institute, etc. sector line
2.2 Technical Capacity	
1. Technical knowledge and skills	The skills and experience of the organization's technical professionals match those required for the project and these professionals will be available to the project.
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES	
3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.	
1. Facilities, infrastructure and equipment	The organization possesses sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project. Further, the MoLG can manage and maintain the administrative and technical equipment and infrastructure.
2. Procurement and contracting	<p>The MoLG have the legal authority to enter into contracts and agreements with other organizations. It has access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP.</p> <p>The MoLG has a dedicated Procurement and Disposal of Public Assets Unit (PDPU) and the procurement personnel in the unit have skills and experience that are appropriate to the requirements of the project. They follow the PPDA procurement procedures and there evidence that the organization conducts procurement on the</p>

³² The mandates have been extracted from the MoLG website www.mol.g.co.ug

AREAS FOR ASSESSMENT	ASSESSMENT RESULTS
	basis of best value for money, transparency, and effective international competition. Further, the MoLG has a system and procedures for asset management and inventory control.
3. Recruitment and personnel management	<p>The organization has the legal authority to enter into employment contracts with individuals.</p> <p>The MoLG has a dedicated personnel capacity and the recruitment personnel have skills and experience that are appropriate to the requirements of the project.</p> <p>Based on recruitment made for other projects (e.g. DLSP, CAIIP), there is evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency.</p>
3.2 Financial Management Capacity	
1. Financial management organization and personnel	<p>The organization has written rules and regulations for financial management that are consistent with international standards as they are being applied across all Government agencies. The MoLG has a dedicated finance unit.</p> <p>The finance managers and personnel have skills and experience that are appropriate to the requirements of the project and hence the existing financial management capacity is adequate to meet the additional requirements of the project.</p> <p>In particular the finance personnel have experience in managing donor resources.</p>
2. Financial position	<p>The MoLG has a sustainable financial position.</p> <p>During financial year 2009/10, the MoLG managed a budget of Ushs 129.18 billion equivalent to USD 63.95. Given the project budget, the project would constitute about 6.7% of the MoLG budget for financial year 2009 / 2010.</p>
3. Internal control	<p>The organization maintains a bank account and has written rules and procedures on segregation of duties for receipt, handling and custody of funds. In addition, it ensures physical security of advances, cash and records.</p> <p>The GoU and hence MoLG have clear written procedures and internal controls governing payments. Among others, it has a policy requiring two signatures for payments over a defined limit.</p> <p>Moreover, there was no evidence of non-compliance with financial rules and procedures.</p>
4. Accounting and financial reporting	<p>The accounts are established and maintained in accordance with national standards.</p> <p>On an annual basis, the MoLG provides its financial statements to the Office of the Auditor General.</p> <p>The organization can track and report separately on the receipt and use of funds from individual donor organizations.</p> <p>There is no evidence of deficiencies in accounting or financial reporting.</p>
5. Audit	<p>The organization is subject regularly to external audit and the audit is conducted in accordance with international audit standards. Whereas the audit findings are public, the organization's financial audits have not produced any significant recommendations for strengthening of financial systems and procedures.</p>