

LOCAL DEVELOPMENT PARTNERS' GROUP

Uganda



Annual Report for 2016

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ABBREVIATIONS

CRRF	Comprehensive Refugee Response Framework
DEG	Development Partners' Economist Group
DfID	Department for International Development (UK)
DHRWG	Democracy and Human Rights Working Group
DPG	Development Partners' Group (technical/sectoral)
EMG	Economic Management Group
GAPR	Government Annual Performance Report
JBSF	Joint Budget Support Framework
LDPG	Local Development Partners' Group
MDAs	Ministries, Departments and Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
NDP	National Development Plan
NGO	Non-Governmental Organization
NPA	National Planning Authority
NPF	National Partnership Forum
OPM	Office of the Prime Minister
PDG	Partners for Democracy and Good Government
PEMANDU	Performance Management and Delivery Unit (in Malaysia)
PEMCOM	Public Expenditure Management Committee
PFM	Public Financial Management
PIM	Public Investment Management
ReHoPE	Refugee and Host Population Empowerment
SDG	Sustainable Development Goal
SWG	Sector Working Group
UBoS	Uganda Bureau of Statistics
TASU	Technical and Administrative Support Unit
UPR	Universal Periodic Review (on Human Rights)
USAID	United States Agency for International Development
UN	United Nations

FOREWORD

We are pleased to present the first annual report of the Local Development Partners' Group (LDPG). This report covers the calendar year 2016 and serves to provide more transparency on development partner coordination in Uganda and on the LDPG's work towards promoting effectiveness and harmonization of development assistance in support of national development goals and systems.

2016 was a productive year, which offered discussions on diverse topics such as elections, the Sustainable Development Goals (SDGs), the Non-Governmental Organization (NGO) Act, the Global Fund, refugees, and the Universal Periodic Review to mention just a few. We continued the implementation of the partnership dialogue together with the Government, which included the first *technical* National Partnership Forum (NPF) and the third *high-level* NPF, and we agreed with the Government to enhance joint sector coordination and strengthen our focus on delivery of public services and results.

Over the year we were joined by many members in the LDPG as well as in the LDPG Quartet, where Rosa Malango joined as new UN Resident Coordinator and Mark Meassick from USAID replaced Udo Weber from the Embassy of Germany. We wish to thank Udo for his contribution to the LDPG as member of the very first Quartet, but also as member of the taskforce that prepared the framework for the partnership dialogue in 2014 as well as the revised terms of reference for the LDPG in 2015.

Thanks also to all the colleagues who actively contributed over the year. We are particularly appreciative of the work by the technical and sector coordination groups, which continue to provide the backbone of our collective dialogue with the Government. We also wish to acknowledge the financial contributions from Norway and Ireland, and the generous support from USAID towards continuing the secretarial support provided by the World Bank.

As 2016 came to an end, we were reminded to continue focusing our attention on improving development effectiveness in Uganda. The findings of the Second Monitoring Round of the Global Partnership released in December shows that 92% of development cooperation in 2015 aligned to national objectives. This is good news, but meanwhile only 55% of development cooperation was recorded in the budget and 68% was reported to use country systems, including financial reporting and auditing. There is also considerable variation in the use of country results frameworks among partners.

Indeed development cooperation is not just about amounts and priorities, but also about *how* assistance is provided. We will continue to prioritize this discussion amongst ourselves and with the Government in order to deliver more and better results that meet priority needs and expectations of Ugandans in 2017 and beyond.

Sincerely,

Jennie Barugh
Head of Dfid

Christina Malmberg Calvo
World Bank Country Manager

Mark Meassick
USAID Mission Director

Rosa Malango
UN Resident Coordinator

EXECUTIVE SUMMARY

This first annual report for the LDPG summarizes activities undertaken and results achieved by the LDPG during the calendar year 2016. It is reporting on the progress made in delivering on the tasks in the agreed work plan and is structured around the LDPG sub-objectives:

- i. Coordinating the joint dialogue with the Government;
- ii. Improving linkages to key budget and planning processes and the use of national systems for programming, financing and review;
- iii. Facilitating joint reviews, joint analytic work, joint missions and other harmonization initiatives;
- iv. In-depth discussion on development issues/challenges of mutual interest.

During 2016, the LDPG held two meetings with the Government under the framework for the partnership dialogue – the technical NPF in January under the leadership of the Permanent Secretary (OPM) and the third high-level NPF in September chaired by the Prime Minister. Both meetings were constructive and results-oriented and led to the finalization of the matrix on key results areas and the adoption of an agenda for action on results.

Efforts were also made towards having a more structured engagement with the Ministry of Finance, Planning and Economic Development (MoFPED), and LDPG held discussions with the Minister of Finance around the preparation of the budget for the fiscal year 2017 and delivered remarks at the National Budget Conference in September. Work is now underway to further strengthen the technical dialogue with MoFPED through the establishment of a joint Economic Management Group to be chaired by the Permanent Secretary/Secretary to the Treasury, which is expected to strengthen and complement the broader national partnership dialogue with the Government.

LDPG also took steps to further increase ownership and align external support around the sector priorities in Uganda. Most notably, both the Government and LDPG committed to strengthen the joint sector working groups (SWGs), which represent the main forums for partnership dialogue at sector level, including on planning, financing and implementation. The role of the SWGs was discussed both at the technical and the high-level NPF, and a consultancy is now underway to analyze the options for further strengthening sector coordination.

The LDPG did not make much progress on utilizing the Government's Aid Management Platform (AMP), which is the web-based application enabling the Government to manage and coordinate on-budget and off-budget development assistance. The number of development partners reporting on their support through the AMP is still low, which is partly due to technical difficulties with log-in, and sometime related to turnover of AMP focal points.

The LDPG continued to strengthen the links to the thematic and sector development partner groups (DPGs) with a view to ensure a well-informed national partnership dialogue, but also to support the sector dialogue as needed. There were 8 briefings by DPGs at the monthly LDPG meetings, and DPGs both attended the technical NPF and contributed to the preparation of the high-level NPF, where several sector and cross-cutting issues were brought forward.

A proposed division of labor exercise did not take off as anticipated, but MoFPED has expressed strong interest and discussions are ongoing in terms of the scope of such an exercise. Meanwhile, other initiatives with similar purposes were piloted, including joint consultation with LDPG and stakeholders

around partnership strategies. This could be something the LDPG can further explore as it provides an opportunity for discussing comparative advantages and prioritization and hence contribute to a better division of labor, harmonization and potentially joint programming.

During 2016, the LDPG, through a technical taskforce, also updated the schedule of standard rates of allowances for government officials and civil society beneficiaries when participating in development partner funded activities, programs and events within Uganda. The updated schedule increases the standard rates of allowances by 15% based on changes to the consumer price index since the schedule was last updated in October 2013. It also introduces a number of revisions aimed at making the schedule more workable for both development partners and beneficiaries. The updated schedule was communicated to the Government on December 15, 2016, and is effective from that date.

The previous arrangement for technical and administrative support to the LDPG funded by the Government of Denmark expired in June, but through the generous support from USAID it was extended by 17 months. Other development partners also indicated willingness in supporting this, and Norway and Ireland supported consultancies with direct relevance for and as follow-up to the partnership dialogue with the Government. Furthermore, the World Bank offered to lead and fund the development and upkeep of a public webpage to make information on the work of the LDPG and the partnership dialogue with the Government available to stakeholders and the public.

During the course of the year, the LDPG held 11 meetings, which involved presentations from government agencies, civil society and DPGs. All meetings were documented and follow-up on agreed actions was tracked in a matrix. Some of the key topics discussed included the elections, the national census, the SDGs, refugees, food security, fiscal transparency, the NGO Act, national planning, the Universal Periodic Review, the national budget, nutrition, the Global Fund, and many more.

Going forward, it will be important to ensure that the partnership dialogue with the Government translate into tangible results, including on the key results areas in the NPF matrix as well as on the agenda for action on results. The influx of refugees from South Sudan and the food security outlook are issues that will likely continue to be followed closely by the LDPG in 2017. At the same time, the LDPG may also wish to ensure a more pronounced focus on issues related to development effectiveness in line with its objectives. This could include further discussion around use of country systems, transparency of development assistance, and division of labor. As per the terms of reference, a key undertaking in 2017 will be a performance review to assess the progress made in meeting the objectives of the LDPG and the overall compliance with the guiding principles.

INTRODUCTION

The Local Development Partnership Group (LDPG) is the apex coordination forum for Development partners in Uganda.¹ The LDPG coordinates development partners' engagement with the Government of Uganda and other partners on overall issues related to development cooperation at the policy, program and project levels. This work is informed by thematic and sector Development Partners' Groups (DPGs).

The objective of the LDPG is to promote effectiveness and harmonization of development assistance in support of national development goals and systems in Uganda. This is done by:

- v. Coordinating the joint dialogue with the Government;
- vi. Improving linkages to key budget and planning processes and the use of national systems for programming, financing and review;
- vii. Facilitating joint reviews, joint analytic work, joint missions and other harmonization initiatives;
- viii. In-depth discussion on development issues/challenges of mutual interest.

The work of the LDPG is managed by a Quartet consisting of four members elected by the LDPG². The Quartet is responsible for formulating work plans; setting agendas and organizing meetings; facilitating joint missions; enhancing harmonization and alignment efforts; and improving the effectiveness of the partnership dialogue with the Government. The Quartet is further responsible for mobilizing or setting aside resources for technical and administrative support to facilitate the work of the LDPG in accordance with the 2015 terms of reference.

This progress report provides a summary of the activities undertaken and results achieved by the LDPG during the calendar year 2016 in accordance with the agreed work plan (Annex 1). The preparation of the work plan was informed by discussions at the LDPG meeting on February 9, 2016, including the findings of a performance and prioritization survey undertaken in January 2016. Based on a non-exhaustive list of possible focus areas for 2016, the survey indicated that key priorities for 2016 should include strengthening the joint Sector Working Groups (SWGs); continuing the engagement with the Government, including through the National Partnership Forum (NPF) and other channels; and establishing a secretariat for the LDPG.

¹ A list of LDPG members and contact information is provided in Annex 6.

² During 2016, the Quartet consisted of Jennie Barugh (Head of DfID and LDPG chair), Rosa Malango (UN Resident Coordinator), Christina Malmberg Calvo (World Bank Country Manager) and Udo Weber (Head of Cooperation, Embassy of Germany). Udo Weber left the Quartet in June and was replaced by Mark Meassick (USAID Mission Director).

JOINT DIALOGUE WITH GOVERNMENT

The Uganda Partnership Policy (2014) defines the overall framework for development partners' engagement with the Government and sets out the guiding principles for development cooperation in Uganda. LDPG is responsible for coordinating the implementation of the Policy together with the relevant government authorities through the National Partnership Forum, the joint Sector Working Groups, and the joint Partnership Policy Taskforce.

Technical National Partnership Forum (task 1a)

The first *technical* National Partnership Forum (NPF) was held on January 14, 2016 at the Golf Course Hotel in Kampala. It had initially been planned to schedule the third *high-level* NPF around December 2015 or January 2017, but it was agreed to postpone this meeting due to the preparations for the forthcoming general elections in February 2016, which involved most State and Cabinet Ministers. Instead it was decided to organize a technical meeting between permanent secretaries and heads of cooperation to keep the momentum and advance the dialogue. The technical NPF focused on two main issues:

- i. Adoption of final matrix on key action areas for the Partnership Dialogue: As follow-up to the second NPF in July 2015, a technical team, involving ministries, departments and agencies (MDAs) and DPG chairs, had worked to finalize the NPF matrix of key actions. Environment and climate change were also included as a sixth thematic area. The revised matrix was adopted.
- ii. Strengthening the joint SWGs: This discussion focused on practical measures to strengthen the partnership dialogue at the sector level. Suggested measures to strengthen SWGs included: Strong government leadership; formalized collaboration through terms of reference; clear targets and focus on problem-solving rather than resource sharing; short and issue-based meetings to avoid coordination fatigue; promote membership at the right level; and pursue avenues for cross-sector collaboration where relevant. It was agreed that the Office of the Prime Minister (OPM) should follow up with lead agencies.

The technical NPF was generally considered constructive with an open exchange of views. Based on this positive experience, it was agreed to have altering technical NPF and high-level ministerial NPF every six months.

Some—but limited—progress has been recorded on the actions in the matrix since the technical NPF. This is partly due to lack of systematic monitoring, and the indicators are still to be mainstreamed in the Government Annual Performance Report (GAPR) as had been agreed. The key result areas were initially identified by a technical team involving MDAs and DPG chairs as they were considered catalytic, cross-cutting and/or high-impact interventions in areas where both the Government and development partners are committed and agree on working together on ensuring progress. This notwithstanding, the lack of progress recorded so far could suggest limited sector ownership of the priority areas. The DPG chairs have been encouraged to ensure that the key result areas become an integral component of the joint sector dialogue, and LDPG members may also contribute to this work.

A consultancy funded by the Embassy of Ireland is underway to further analyze the challenges for effective national and sector coordination and explore options for strengthening the SWGs (also see tasks 2a and 2b).

Meeting with Minister of Finance, Planning and Economic Development (task 1b)

On February 8, members of the LDPG attended a meeting with the Permanent Secretary/Secretary to the Treasury to discuss the budget strategy and priorities for financial year 2017 as outlined in the national budget framework paper. During the meeting, the Permanent Secretary called for more regular engagement with development partners, and also mentioned the need for reforming the SWGs, which were underperforming.

LDPG also attended the National Budget Conference on September 9 at Speke Resort Munyonyo, and the LDPG chair delivered a statement prepared by the Development Partners Economists' Group (DEG). In the statement, the LDPG commended the Government for the macroeconomic achievements in a challenging global environment combined with uncertainties in the domestic market. LDPG also welcomed the increase in allocations to the decentralized social services and urged the Government to continue investing in Public Investment Management (PIM), strengthening Financial Management (PFM), and enforcing procurement regulations.

During 2016, LDPG considered options for strengthening the dialogue with the Ministry of Finance, Planning and Economic Development (MoFPED) in order to ensure that the engagement better aligns with and adds value to the various stages of the budget cycle. A number of technical meetings were held with MoFPED to explore opportunities for a more structured and continuous engagement between LDPG and MoFPED, and as of December 2016, there are ongoing discussions on establishing a joint Economic Management Group (EMG) to be chaired by the Permanent Secretary/Secretary to the Treasury. The EMG is expected to focus on the execution of policy and strategy on:

- Economic growth with job creation;
- Economic policy management, particularly fiscal and monetary policy;
- Fiscal policy implementation, particularly, revenue mobilization, budget execution, Public PFM Act implementation, PIM, etc.

The continuous technical engagement through EMG and the Public Expenditure Management Committee (PEMCOM) is expected to contribute towards a more structured engagement with MoFPED and complement the broader partnership dialogue led by OPM. This may also help to strengthen the dialogue around development effectiveness in general, including alignment of on-budget and off-budget support with national priorities, division of labor, harmonization of practices, and mutual accountability.

Third National Partnership Forum (task 1c)

The third high-level NPF was held on September 22 at Kampala Serena International Conference Centre. The NPF focused on the importance of strong partnerships and assertive political leadership to deliver better results. The Prime Minister and the LDPG Chair delivered statements, and there were presentations by the Permanent Secretary (OPM) on the findings of the GAPR Report and by Sir Michael Barber (Delivery Associates) and Hon. Dato'sri Idris Jala from the Malaysian Delivery Unit (PEMANDU) on methodologies for enhancing delivery of results and the importance of strong ministerial leadership. The meeting agreed on an agenda for action with a set of resolutions that the Government committed to undertake immediately or in the short-term in collaboration with development partners. The agenda for action was informed by a desk study of assessments and evaluations on implementation performance in

Uganda funded by the Embassy of Norway. Many thematic and sector DPGs shared input prior to the NPF, and several sector and cross-cutting issues were brought forward at the NPF.

The NPF was part of a “thematic day” organized by OPM focusing on improving delivery of public services and getting results. As such, the NPF was preceded by an internal Government morning session organized in partnership with Harvard University, who had engaged Sir Michael Barber and Hon. Idris Jala. It involved key line ministries with a view to examine how to organize management at the ministerial level for more effective program delivery.

The NPF was well-attended by both government officials and development partners. Notably, the Minister of Finance attended for the first time, together with another 11 cabinet ministers (East Africa; Justice; Karamoja; Water & Environment; Security; Agriculture; Public Service; Works & Transport; and Bunyoro Affairs) and 6 state ministers (Northern Uganda; Lands; Urban Development; Gender, Labour & Social Development; Transport; and Tourism). Development partners were represented by 30 Ambassadors, Heads of Mission, Heads of UN Agencies and Heads of Cooperation.

In their feedback, development partners expressed satisfaction with the NPF and the overall relevance of the partnership dialogue for the work of their missions and agencies. The focus of the third NPF on “getting results” was particularly welcomed.³

Since the NPF there have been informal consultations with OPM on follow-up actions. A consultancy on national and sector coordination is ongoing, and OPM has requested for support to clarify the roles of responsibilities in public service delivery and to organize “delivery labs” as part of the GAPR process. A formal follow-up meeting, chaired by the Permanent Secretary (OPM), is likely to take place in January 2017.

Box 1: Synchronizing the partnership dialogue with the government calendar

The third NPF was the culmination of a month of joint reviews and performance assessments focusing on “getting results”. Most of the annual joint sector reviews took place between August and September, followed by the GAPR retreat during the first week of September and ending with the National Budget Conference on September 9, 2016.

The findings and recommendations from these meetings spilled over into the NPF and informed the discussions notably based on the presentation by the Permanent Secretary (OPM) on the GAPR findings. The timing of the NPF ensured stronger government ownership and leadership, and allowed for a better informed discussion, as the Government internally identified and extensively discussed performance issues prior to the NPF.

Learning from this experience, future NPFs, including technical NPFs, should be scheduled after the biannual GAPR retreats. The mid-term GAPR is scheduled for March 2017, and the next technical NPF should be sequenced accordingly.

³ Feedback was shared informally and formally, including through an online questionnaire to Heads of Mission and Heads of Cooperation as well as during the LDPG meeting on October 11, 2016. The findings are summarized in Annex 3.

ALIGNMENT AND USE OF COUNTRY SYSTEMS

The Uganda Vision 2040 and the National Development Plans provide the principal instruments and overarching framework for development partners' support to Uganda. The members of the LDPG are committed to increase local ownership and aligning development assistance around Uganda's development strategies; reduce transaction costs and manage for results; harmonize practices and promote broad, dynamic partnerships to avoid fragmentation; and promote transparency, predictability and mutual accountability.

Joint sector coordination (tasks 2a & 2b)

Strengthening the performance of the joint SWGs and OPM's coordinating role were among the main topics for discussion at the technical NPF in January and also one of the agreed actions from the third NPF in September. In response to this, and at the request of OPM, a consultancy was commissioned in November 2016, which will further analyze this and propose actions for both development partners and the Government.

The joint SWGs are the main forums for partnership dialogue at sector level, but recent experiences are mixed with some performing well, others not so well, and some not meeting at all. The second National Development Plan (NDPII) recommends, as a way of improving implementation, that SWGs are reinvigorated, and made binding with a lead agency and a functional secretariat. It furthermore recommends that the roles of non-state actors such as the private sector, civil society and development partners are clearly articulated. A key issue, which the consultancy will examine, relates to interagency coordination between the MoFPED, National Planning Authority (NPA) and OPM, including options for building a common approach amongst these central government agencies to SWG support and guidance. Some of the preliminary findings indicate that:

- (i) SWG secretariat with a sector coordinator, resources for meetings, and technical support, helps facilitate a sector wide process.
- (ii) Incentives to promote sector approaches are not always consistent, and external funding sometimes provides the main incentive for successful SWGs. If incentives are removed sector coordination may not be sustained in the longer term.

Box 2: Experiences from Water and Environment

The Water and Environment Sector is often mentioned as a well-coordinated sector. It comprises two subsectors (water & sanitation and environment & natural resources) and has four subgroups. At the technical NPF, the group shared some of the characteristics that contribute to the sectors' strengths, including:

- Clear terms of reference setting out group objectives, membership, functions, procedures & agenda format;
- Logical hierarchy for discussions and decision making at different levels;
- Working Group responds to the budget process, the subgroups meet quarterly and finance subgroup responds to progress reporting;
- Secretariats provide strong support to group chairs with close follow up of decisions;
- Meeting agendas are focused with strict time management;
- Continuous dialogue between MWE and all sector stakeholders between meetings.

Meanwhile, the sector also reported that participation from line ministries and concerned agencies continued to present a challenge. Publicity and dissemination of information was also an area of concern, and there was a funding gap in terms of implementing undertakings and agreed actions.

- (iii) Budget allocations are typically negotiated with individual MDAs, bypassing SWGs.
- (iv) Developing a sector approach for cross-cutting support by central Ministries is challenging as demonstrated by the Accountability sector.
- (v) Mechanisms for SWGs to raise key cross-cutting constraints for higher action may need strengthening.

The consultancy has been made possible through funding by the Embassy of Ireland and will be overseen by OPM, and on the side of LDPG, a group consisting of DfID, Ireland, UNDP and the World Bank. Procurement was unfortunately delayed, in part as it involved multiple institutional and administrative requirements, and so the final output is expected by February 2017.

Transparency and predictability of development assistance (task 2c)

Since 2015, the MoFPED has been rolling out the Aid management Platform (AMP), which is a web-based application that enables the Government to better manage and coordinate on-budget and off-budget development assistance. The objective of AMP is to manage development assistance within the public investment portfolio; to enhance government ownership and capacity of aid management; and to support aid transparency and accountability.

The AMP involves a data entry module and a reporting module allowing users to generate real time reports for various needs. Furthermore, during 2016 a mapping module was added to the platform allowing users to visualize projects and funding on an interactive map of Uganda. As of December 2016, close to 2,000 projects are captured in the system, including more than 800 off-budget projects. The data stored on the system is available to the public.

The roll-out of the AMP is a continuous process, and MoFPED has organized several trainings for development partners to sensitize on AMP usage and input requirements. However, development partners are still not fully embracing the AMP, and according to MoFPED, only data from 12 development partners is available so far on the platform. Provision of timely and accurate data to feed into the system also continues to be a challenge and there is often need for follow up. Meanwhile, several development partners have reported to experience difficulties with log-in. Other challenges are related to staff turnover and change of focal points.

HARMONIZATION INITIATIVES

Facilitating the use of joint reviews, joint analytic work, joint missions and other harmonization initiatives represent an integral part of the LDPG's objectives. The purpose is to identify and strengthen linkages between development partners to reduce transaction costs for the Government and avoid duplication. Activities range from informal exchange of information to simplified procedures and common arrangements for designing, managing and implementing assistance.

Technical and administrative support (task 3a)

According to the terms of reference of the LDPG, a management team, the Quartet, is responsible for mobilizing resources for technical and administrative support to facilitate the work of the LDPG. Such support includes, but is not necessarily limited to:

- Knowledge management and promotion of information sharing and inter-linkages between development partners;
- Drafting and circulating minutes, agenda, and record keeping;
- Following up on agreements reached by the LDPG;
- Preparing and following up on high-level meetings between the LDPG and Government; and
- Serving as a focal point for communication.

The World Bank has traditionally hosted the LDPG secretariat financed through a staffing program supported by the Government of Denmark since the mid-2000s. As this arrangement expired in June 2016, USAID generously offered to finance the continuation of the technical and administrative support function by the World Bank.

Other development partners also expressed willingness to provide both short and long term support to the secretarial function. This includes supporting specific and time-bound deliverables aimed at ensuring a high-quality and evidence-based dialogue with Government and further improving the linkages to national budget, planning and monitoring processes. For instance, the Embassy of Norway provided financial support to the preparation and execution of the third NPF, and the Embassy of Ireland agreed to finance the consultancy on national and sector coordination referred to previously.

Going forward, development partners will need to agree on the medium to long term requirements for administrative and technical support to facilitate the work of the LDPG and support the partnership dialogue. Until 2014, the Technical and Administrative Support Unit (TASU) under the Joint Budget Support Framework (JBSF) provided technical/research analysis, which laid the basis for an informed partnership dialogue between the Government and development partners contributing to the JBSF, but also to the wider development community.

Meanwhile, the closure of TASU in October 2014 left a gap in the production of joint analysis and research to support the dialogue with the Government. And whereas this gap is currently being bridged through ad-hoc and in-kind support by development partners on a case-to-case basis, this arrangement to some extent prevents the LDPG from being responsive to government requests, and from undertaking just-in-time analysis of emerging developments as procurement processes are often delayed when multiple partners are involved.

Strengthen links with sector groups (task 3b)

The technical and sector Development Partner Groups (DPGs) are the backbone of the joint engagement with the Government and national stakeholders. LDPG maintains the overall partnership with the Government, but has a subsidiary function performing only those tasks which cannot be performed effectively at sector level or tasks of cross-cutting and broader national relevance. It is therefore a priority for the LDPG to strengthen the links with DPGs in order to ensure an informed partnership dialogue at the national level and support the sector dialogue as and when needed.

Chairs of DPGs are regularly encouraged to brief LDPG on recent sector developments and issues that may need to be escalated and such presentations are always prioritized on the meeting agendas. During 2016, there were 8 presentations by DPGs at LDPG meetings (another presentation was postponed to January 2017). The presentations were provided both at the request of LDPG and at the initiative of the DPGs.

Additionally, there were several initiatives aimed at better involving DPGs in the national partnership dialogue. For instance, the DPG chairs were invited to participate in the technical NPF in January 2016 as the meeting's focus on SWGs and sector priorities was of direct relevance for the DPGs. And through the chairs, the DPGs were actively involved in the preparation and successful execution of the technical NPF as well as the third high-level NPF in September. On that occasion, several groups shared input prior to the NPF, either in the form of issues papers and/or by providing brief summaries of the joint annual sector reviews that took place immediately before the NPF. The Prime Minister and the Minister of Finance responded to several of the issues that were escalated through the DPG input, thereby helping to set the stage for continuing the dialogue with Ministry officials. For example, the Government committed to ensuring sufficient counterpart funding for land acquisition and increasing allocations for road maintenance and the Justice, Law and Order Sector. They also expressed commitment to seriously address environmental and social safeguards concerns.

Meanwhile, the increasing number of DPGs continues to be a concern. During 2016, a working group on land issues was established, and it was decided to form one on urban development in recognition of the increasing number of urban programs supported by development partners. This will bring the total number of DPGs to 22 with an unknown number of supporting sub-groups, some of which are very active. LDPG members recognize this challenge, which is making it increasingly difficult for most missions to determine and prioritize which groups to attend. It has been agreed to continue exploring options for streamlining sector coordination, including previous suggestions about cluster coordination.

Box 3: Cross-sector coordination and escalating of concerns

The Audit Report on Global Fund grants to Uganda was published on February 26, 2016, revealing serious supply chain weaknesses in the health sector. Even prior to the release of the audit, members of the Health, HIV/AIDS, and Accountability DPGs had coordinated extensively to ensure timely information sharing, also involving non-resident agencies and development partners supporting the Global Fund, but without health programs in Uganda.

The groups escalated the issue to LDPG members in March, and DfID, US and others, on behalf of LDPG, held a number of meetings with MoFPED and the Ministry of Health. Based on these meetings, the Government took action to address the concerns of development partners. The Health DPG requested to brief the LDPG on the audit findings in April and reported back on progress in September.

The coordination process related to the Global Fund audit is a good example of proactive information sharing by DPGs, and illustrates how sector issues with cross-cutting implications can be coordinated and escalated to LDPG for action.

The ongoing study on joint national and sector coordination may also provide helpful insights in that regard.

Division of labor (task 3c)

Discussions around division of labor dates back to the Government's establishment of joint SWGs, as well as the development of sector wide approaches, pooled funding mechanisms, joint missions and sector reviews, and joint analytical work and advisory services. It was later formalized under the Partnership Principles in 2001 (updated in 2003) and during the development of the Uganda Joint Assistance Strategy in 2005. In the years that followed, this process was high on the agenda and during 2006-2007 a formal division of labor exercise was undertaken. Based on this a matrix was prepared in 2008 mapping development partner support to the sectors as defined by the Government in the Medium Term Expenditure Framework (MTEF). This matrix has since been updated in 2012 and most recently in December 2015.

The Partnership Policy (2014) states that the Government will accelerate work on division of labor aimed at a more balanced distribution of external support and transactions across different sectors. However, a more comprehensive division of labor exercise is pending and did not take off during 2016. Such an undertaking must be led by the Government to ensure that it contributes to greater alignment with national priorities, while being responsive to the needs and desires of Ugandans. The MoFPED is increasingly expressing clear direction regarding the areas individual development partners should prioritize. This shift presents an opportunity for improving development effectiveness, and the LDPG could actively pursue this agenda under the Government's leadership. There have been initial technical discussions with the MoFPED, and once a more formal proposal has been prepared, clearly outlining the purpose and scope, the division of labor exercise may pick up speed.

Box 4: Consultation on partnership strategies

Preparation of country partnership strategies, like division of labor exercises, typically involves identifying institutional comparative advantages in order to best and most effectively align with national priorities and needs.

During 2016, DfID, USAID and the World Bank all prepared new partnership strategies concurrently and as part of this agreed to organize joint stakeholder consultations, including with civil society, government partners and the LDPG. This allowed the partners to share their analytics and also get a better understanding of the respective comparative advantages, institutional requirements and processes as well as prioritization. Stakeholders also appreciated this initiative as it allowed for discussing country priorities and support more comprehensive, while at the same time reducing transaction costs.

Strategy and project identification missions tend to engage development partners bilaterally, which may not always identify existing support and potential synergies, leading to duplication of efforts and increased transaction costs. The LDPG may consider taking a more active role in facilitating processes related to preparation of country strategies and programming. A first step would be that LDPG members very early during the formulation process inform other partners about the process and how input and experiences may be shared. This could indirectly contribute to a more pronounced division of labor, but also potentially promote harmonization initiatives and joint programming.

Knowledge management (task 3d)

As a step towards further increasing accountability and transparency of development assistance in Uganda, the members of the LDPG are committed to improve information sharing, including with the Government, civil society and the public.

The World Bank has accordingly offered to lead and provide financing for developing and maintaining a public webpage for the LDPG. The webpage will be developed in consultation with all development partners as well as external stakeholders and is expected to be launched during the first half of 2017. It will provide information about development partner coordination in Uganda and how this responds to government priorities as identified in the Vision 2040 and the NDPs. There will also be information about sector coordination as well as opportunities for development partners to disseminate publications and share news of general interest. This initiative is being coordinated with the Aid Liaison Department in MoFPED to ensure that possible synergies and complementarities with the AMP are identified and harvested.

Rates of allowances (task 3e)

The LDPG has been implementing a coordinated policy on allowances since 2009 to ensure that public resources do not establish incentives for government officials and civil society beneficiaries to act for personal gain, but rather carry out their role in the public interest. The policy seeks to ensure active participation by government officials and civil society beneficiaries in events that have real interest for and add value to the institutions they serve.

At the request of LDPG, a technical working group updated the schedule of standard rates of allowances during 2016. The updated schedule increases the standard rates of allowances by 15% based on changes to the consumer price index since the schedule was last updated in October 2013. It also introduces a number of revisions aimed at making the schedule more workable for both development partners and beneficiaries.

The schedule is applicable to government officials and civil society beneficiaries participating in development partner activities, programs and events in Uganda. The updated schedule was communicated to the Government on December 15, 2016, and all members of the LDPG, including bilateral and multilateral development agencies as well as UN organizations, have committed to implement the policy.

DISCUSSION ON TOPICAL DEVELOPMENT ISSUES

Information sharing and discussion on development issues and challenges that are of mutual interest represent one of the key objectives of the monthly LDPG meetings. During 2016, a total of 11 LDPG meetings were held, majority of which included presentations by government partners, civil society representatives and/or sector and thematic DPGs. All meetings were documented in minutes and agreed actions tracked and monitored in an action matrix. DPG chairs attended several meetings during the year to brief the LDPG on topical issues. This included updates on the general elections, the Global Fund, land, nutrition, the national budget, and the Universal Periodic Review of Human Rights. These and other issues discussed are summarized below.⁴

General elections

One of the main events in Uganda in 2016 was the general elections in February. Already in December 2015, the Democracy and Human Rights Working Group (DHRWG) briefed the LDPG on the status of electoral reforms; political freedoms, media and party democracy; intimidation and election-related violence; and campaign financing. At the meeting in February, the Citizens Election Observers Network together with some of its member organizations also gave a presentation on the preparation for the elections, including findings of the unified pre-election observation missions undertaken by the network's 18 member organizations.

The DHRWG again briefed the LDPG in March focusing on the outcome of the election and the preliminary findings of national and international observer missions. While commending the elections for being relatively peaceful, most observer missions had criticized the elections for being characterized by an uneven playing field, and expressed concern about the independence of the Electoral Commission, transparency and trust, fusion of NRM and state, intimidation and harassment of opposition, media self-censorship, and lack of transparency in release of results at the National Tally Centre. Others had been more positive stating that elections, despite irregularities, met minimum democratic standards and was an improvement compared to 2011.

Whereas, human rights and democracy are issues typically dealt with and coordinated through the Ambassador-led group, Partners for Democracy and Good Governance Group (PDG), these briefings provided a valuable opportunity for LDPG to share analysis and discuss the elections' possible impact on development policies and programs.

The LDPG had its first collective engagement with the new Government at the third NPF on September 22, 2016.

2014 National Census

In May 2016, the Uganda Bureau of Statistics (UBoS) attended the LDPG meeting to present the final results of the 2014 National Population and Housing Census. The census showed that the total population in 2014 was 34.6 million, which represented an increase of 10.4 million and an annual population growth rate of 3.0% since 2002. 27.2 million Ugandans lived in rural areas and with an urbanization percentage of 21.4%, the urban population had more than doubled between 2002 and 2014. The average age in 2014 was approximately 15 years, and children below 18 years constituted

⁴ Please also see the calendar of events in Annex 2.

55% of the population. The age dependency ratio was 103%, and the Infant Mortality Rate was estimated at 53 deaths per 1000 live births in 2014 showing an improvement from 87 deaths per 1000 live births in 2002. The total fertility rate declined from 7.1 children per woman in 1991 to 5.8 children per woman in 2014.

The LDPG welcomed the presentation and the census, which provided important data necessary for informing strategies and projects. The importance of dissemination and data uptake was underscored in order to ensure that the results informed decision making and translated into action at national and sector level. Several development partners are planning to support UBoS in the short to medium term to strengthen statistical capacity and to close the data gap in priority sectors.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) officially came into effect in January 2016 at the conclusion of the Millennium Development Goals. The process of bringing the SDGs to life in Uganda already began in 2015, as the Government integrated the majority of them in the NDP II. During 2016, Ministries, Departments and Agencies (MDAs) continued working on localizing the SDGs and integrate the 169 targets in the national M&E system through support by development partners, notably the UN. Several technical SDG taskforce meetings were held involving development partners, and this work is likely to continue in 2017.

In June 2016, the Permanent Secretary (OPM) attended the LDPG meeting to present an outline of the proposed national coordination framework to support the implementation of the SDGs. Representatives from Ministry of Foreign Affairs, MoFPED, NPA, and UBoS also attended the meeting. She explained that the proposed SDG coordination framework is aligned with existing coordination structures and involves OPM (overall SDGs coordination, monitoring, reporting and popularizing), MoFPED (SDG financing), NPA (integration of SDGs in national, sector and local government planning frameworks) and UBoS (data generation, analysis and dissemination). Actual implementation of the respective SDGs is the responsibility of sector MDAs in partnership with key sector stakeholders. The LDPG was also briefed on the preparations for the High-Level Political Forum on Sustainable Development in New York from July 11 to July 20, 2016, where Uganda was selected as one of 22 countries to report on SDG implementation preparedness.⁵

Refugees and host communities

On July 8, 2016, fighting in South Sudan broke out between rival factions loyal to Salva Kiir and Riek Machar. Thousands of South Sudanese fled to Uganda in the days, weeks and months that followed, and by December more than 400,000 had arrived.⁶ More than 80% of the new arrivals were women and children. Existing and newly created settlements are increasingly becoming congested and stretched beyond normal capacity, with main challenges related to food, WASH, protection, health and education.

The UN High Commissioner for Refugees, Filippo Grandi, conducted a two day mission to Uganda on August 29-30, and visited Pagirinya settlement and Nyumanzi Transit Centre. The High Commissioner

⁵ The review report on Uganda's SDG preparedness can be accessed on:

<https://sustainabledevelopment.un.org/hlpf/2016/uganda>

⁶ UNHCR estimates based on manual registration or head-counts/wrist-banding. Confirmed figures will be available as the new arrivals undergo biometric registration.

praised the Government for continuing to welcome refugees despite a lack of resources and the large influx. He also called for action to end the violence in South Sudan, and urged development partners to provide a stronger response to the regional appeal for South Sudanese refugees, which at that point was funded only about 20% of estimated requirements.⁷

President Museveni attended the Summit for Refugees and Migrants on September 19, 2016, where Uganda, Zambia and Jordan were chosen to pilot the implementation of a new UN Comprehensive Refugee Response Framework (CRRF). The CRRF is expected to include several pillars, including refugee protection and emergency response, resettlement, and future support to voluntary repatriation. It will also include the Refugee and Host Population Empowerment (ReHoPE) framework that aims at driving a harmonized program design for the self-reliance and resilience of refugee and host communities in Uganda. The CRRF is de facto already being implemented in Uganda.

The LDPG discussed the refugee influx at its meetings in August and December and will continue to follow the developments closely in 2017, where it is estimated that Uganda could receive 380,000-670,000 additional refugees. Several development partners in Uganda are increasingly focusing programming on the nexus between humanitarian and development support, and the LDPG has agreed to have a presentation on the Government's approach to refugee protection and management and how it links to various initiatives for refugees and host communities. This is likely to inform further progress on and coordination around joint initiatives such as ReHoPE.

Food security

Towards the end of 2016, reports of food security became frequent with government officials indicating that between 1.3 million and 1.7 million people were in dire need of food relief. The recurrent threats to food security in Uganda are influenced by several factors including unpredictable climatic conditions, insecurity, outbreaks of crop and livestock diseases, and exacerbated by low social and economic capital, among other factors. Uganda experienced a prolonged dry spell from March to August 2016 following an El Niño event, which resulted in insufficient rain leading to crop failure and suppressed harvests in most parts of the country. The extent of this potential crisis is yet to be ascertained. It has been forecasted that the El Niño event could be followed by La Niña, creating drought and potentially exacerbating the already fragile food security situation of millions of Ugandans.

The LDPG discussed the food security outlook at its meetings in November and December, but at that point there was not enough evidence available to determine if and to what extent the country was indeed facing a food crisis. To provide more evidence and inform a coordinated response, a Food Security and Nutrition Assessment for Karamoja was initiated, and the Government also requested the World Bank for technical support to carry out a National Food Security Assessment for the period 2016/2017. This assessment will be undertaken in December and January, and is expected to be ready in February 2017.

Other topics

An IMF mission visited Uganda in May to assess progress on fiscal transparency, and the IMF team briefed the LDPG towards the end of the mission. The preliminary findings were generally positive. Good or advanced performance was noted against timeliness of presentation and approval of budget

⁷ As of December, the refugee response plan for Uganda was 36% funded leaving a gap of US\$160.6 million.

documents, a positive development resulting from the implementation of the PFM Act. Further improvements were expected as the Act was fully implemented. Other areas where progress was recorded included publication of financial statements; performance based budgeting; and fiscal risk reporting. The progress on strengthening public investment management was also noted, although some aspects needed more attention. Similarly, the increasing coverage of fiscal reports beyond budgetary central government (albeit better than some peers) as well as reporting on tax exemptions was mentioned as areas for improvement. Civil society was quite positive in their feedback on the initiatives taken by MoFPED, particularly on budget transparency. The Ugandan authorities had expressed their intention to make the findings of the evaluation public.

In October, the LDPG discussed the process for preparing the regulations for the NGO Act. As follow-up to this discussion, a group of development partners on November 3 met with representatives from the Government-Civil Society Joint Working Group, led by the NGO Board Chair, Ambassador Kangwagye. Development partners raised concerns about the regulations, and the Working Group acknowledged that certain clauses in the draft Regulations were too vague and, for instance, indicated commitment to better define “dignity”, “undesirable names”, and “contravention of the law” in the next version.

On November 3, the second Universal Periodic Review (UPR) for Uganda took place in Geneva. The UPR is a process for examining the human rights records of all 193 UN Member States, and is an opportunity for all States to declare what actions they have taken to improve the human rights situations in their countries. The first review of Uganda took place in 2011, where 171 recommendations were made, of which the Government accepted 125. During the second review, Uganda received 224 recommendations from member states of which 141 were accepted; 18 are still being considered; and 65 were rejected. Typically, “aspirational” recommendations had been accepted, whereas recommendations related to lesbian, gay, bisexual, and transgender rights; the optional protocol to the convention against torture; death penalty; abortion; and amendment of the Public Order Management Act were rejected. Enactment of the Marriage and Divorce Bill and the new succession act (including equal inheritance rights for men and women) are being considered. The full UPR report is expected to be adopted in March 2017, and development partner support and monitoring of progress will be coordinated through the PDG.

At the meeting in November, the NPA briefed LDPG on overall strategic issues related to national planning and implementation of the second NDP, including sector planning and alignment with presidential directives. They also presented their plans for evaluating the first NDP. NPA reported good progress in terms of comprehensive and integrated national development planning in accordance with the NPA mandate. Some of the main deliverables included the National Vision 2040, the two NDPs, sector and local government plans, institutional strategic plans, and national development reports. They also raised a number of challenges, including lack of an integrated and coordinated planning approach within and across sectors, agencies and local governments. There was a tendency to silo planning across government, which prevented effective cross and multi-sector planning. NPA encouraged LDPG to advocate for increasing the budgets for development planning, especially budgets for sector planning through the SWGs. The LDPG expressed commitment to maintain the close partnership and dialogue with NPA.

CONCLUSION AND RECOMMENDATIONS

2016 was an election year in Uganda and this obviously affected the work of the LDPG. The elections drew a lot of attention from development partners, but also the refugee influx, the launch of the SDGs, the UPR and several other national and global events shaped the LDPG's activities. The strengthening of the partnership dialogue continued, with the introduction of the technical NPF as the main new feature, and brought forward critical issues related to improving sector coordination and delivery of public services and getting results.

Going forward, it will be important that these issues are followed-through and translated into concrete actions and outcomes. The refugee situation and possibly the food security outlook represent challenges that will likely be high on the LDPG's agenda in 2017. Pending activities related to division of labor and full roll-out of the AMP also need to be prioritized to advance development effectiveness, and the dialogue with MoFPED through the new Economic Management Group may help to structure this work.

Agenda setting for the monthly LDPG meetings should therefore continue to be balanced between long-term strategic priority issues and current developments, and attention will be paid to seeking views and expertise from government partners, civil society representatives and DPGs. Based on the experiences from 2016, the following could be further prioritized during 2017:

- Ensure systematic follow up on the NPF Agenda for Action and progress on priorities in NPF matrix
- Fully align joint partnership dialogue with the Government's budgeting and reporting cycle.
- Strengthen joint SWGs, including by attending SWG meetings at the level of Head of Mission/Cooperation.
- Provide timely and accurate data on on-budget and off-budget development assistance through the AMP.
- Support the Government to implement a harmonized response to refugee management and displacement.
- Strengthen the focus on development effectiveness, including by exploring options for a more pronounced division of labor.
- Undertake performance review to assess the progress made in meeting the objectives of the LDPG and the overall compliance with the guiding principles.

Annex 1: LDPG Work Plan for 2016 (updated)

The preparation of this work plan was informed by discussions at the LDPG meeting on February 9, 2016, including the findings of a performance and prioritization survey undertaken in January 2016. Based on a non-exhaustive list of possible focus areas for 2016, the survey indicated that key priorities for 2016 should include strengthening the joint Sector Working Groups; continuing the engagement with the Government, including through the National Partnership Forum and other channels; and establishing a LDPG secretariat. The survey further revealed that LDPG members are generally satisfied with the LDPG, the quartet and the technical and administrative support provided.

This work plan is structured around the LDPG objectives, which aims at promoting effectiveness and harmonization of development assistance in support of national development goals and systems in Uganda by:

- (i) Coordinating Development Partners' joint dialogue with Government;
- (ii) Improving linkages to key budget and planning processes and the use of national systems for programming, financing and review;
- (iii) Facilitating the use of joint reviews, joint analytic work, joint missions and other harmonization initiatives;
- (iv) In-depth discussion on development issues/challenges that are of mutual interest.

It is understood that the work plan and the calendar will be reviewed periodically in order to take account of emerging issues and national and international developments.

#	Objective	Task	Subtask	Deadline	Lead	Status as of December 2016
1	Coordinate DPs joint dialogue with Government	Follow-up on technical National Partnership Forum (NPF)	Support DPGs in following up on NPF matrix	June	DP sector leads	<i>Ongoing: Following up on NPF actions is a continuous process, but needs to be further prioritized in 2017</i>
		Prepare meeting with Minister of Finance, Planning and Economic Development (MoFPED)	Agree with Government on format and agenda	May	Quartet/ DEG	<i>Completed: LDPG met the Minister in February and also attended the National Budget Conference. Work is underway to establish a joint Economic Management Group.</i>
		Prepare 3 rd ordinary NPF in June	Review progress on NPF actions	May	Quartet	<i>Completed: The third high-level NPF was successfully held on September 22</i>
2	Improve linkages to budget and planning processes and use of national systems for programming, financing & review	Strengthen joint SWGs performance, incl. joint sector reviews	Support OPM in undertaking assessment	June	Quartet	<i>Ongoing: Consultancy was commissioned in November and final report is expected in February 2017</i>
			Support DPGs in strengthening engagement with Government through SWGs	June/ continuous	Quartet	<i>Ongoing: Focus efforts have been made to involve DPGs in the NPF. The above consultancy is expected to strengthen sector dialogue</i>
		Support OPM in strengthening coordination function	Support OPM in assessing organizational structure and capacity	April	LDPG taskforce	<i>Ongoing: The above consultancy will also make recommendations in this regard</i>
		Strengthen transparency and predictability of development assistance	Support MoFPED to implement Aid Management Platform	Continuous	LDPG	<i>Pending: AMP is still not being fully utilized. DPs have reported technical difficulties with log-on</i>

#	Objective	Task	Subtask	Deadline	Lead	Status as of December 2016
3	Facilitate the use of joint reviews, joint analytic work, joint missions and other harmonization initiatives	LDPG Secretariat	Agree on options for technical and administrative support	June	Quartet	<i>Completed: USAID offered to finance continuation of previous arrangement</i>
		Strengthen links between LDPG and DPGs	Review DP architecture and coordination procedures	April	Quartet	<i>Ongoing: Several initiatives undertaken. Full review of architecture is pending</i>
		Undertake division of labor exercise	Coordinate with MoFPED	October	MoFPED/Quartet	<i>Pending: Preliminary discussions have been held with MoFPED who have declared strong interest</i>
		Develop knowledge management platform	Develop LDPG webpage	June	Quartet	<i>Ongoing: World Bank has offered to develop and finance LDPG webpage</i>
		Rates of allowances	Update schedule with revised rates of allowances for GoU officials attending DP events	March	Taskforce	<i>Completed: Revised schedule was communicated to the Government on December 15 and is effective from that date</i>
4	Organize discussion on development issues/challenges of mutual interest	Private sector development	Private sector WG to present	April	PSDWG	<i>Pending: DPG has expressed interest in presenting in early 2017</i>
		Land	DPG on Land to present	March	Land DPG	<i>Completed</i>
		General elections	Democracy and Human Rights Working Group to present	March	DHRWG	<i>Completed</i>
		Census	UBoS to present findings of 2014 National Census	April	Quartet	<i>Completed: UBoS presented the findings in May</i>
		SDGs	NPA to update on process for localizing SDGs	April	Quartet	<i>Completed: PS/OPM presented in June</i>
		Budget for FY17	DEG to brief on 2017 budget	June	DEG	<i>Completed</i>
		Nutrition	DPG to update on progress	May	NDPG	<i>Completed</i>

Annex 2: LDPG Calendar 2016

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<p>12: LDPG Meeting</p> <ul style="list-style-type: none"> <i>LDPG work plan</i> <i>NPF preparation</i> <i>USAID, DfID & WB country strategies</i> <p>14: Technical National Partnership Forum</p>	<p>8: Meeting w/ MoFPED on FY17 Budget</p> <p>9: LDPG Meeting</p> <ul style="list-style-type: none"> <i>General elections</i> <i>LDPG work plan</i> 	<p>1: LDPG Meeting</p> <ul style="list-style-type: none"> <i>DHRWG on election outcome</i> <i>DPG Land</i> <i>Secretariat</i> 	<p>12: LDPG Meeting</p> <ul style="list-style-type: none"> <i>Health DPG on Global Fund</i> 	<p>10: LDPG Meeting</p> <ul style="list-style-type: none"> <i>Fiscal transparency</i> <i>National Census</i> <i>Nutrition DPG</i> 	<p>14: LDPG Meeting</p> <ul style="list-style-type: none"> <i>FY17 Budget</i> <i>SDG Coordination</i> <i>Election of Quartet</i>
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
	<p>30: LDPG Meeting</p> <ul style="list-style-type: none"> <i>NPF preparation</i> 	<p>9: National Budget Conference</p> <p>13: LDPG Meeting</p> <ul style="list-style-type: none"> <i>Health DPG on Global Fund</i> <i>Rates of allowances</i> <i>NPF preparation</i> <p>22: National Partnership Forum</p>	<p>11: LDPG Meeting</p> <ul style="list-style-type: none"> <i>NGO Regulations</i> <i>Universal Periodic Review</i> <i>NPF follow-up</i> 	<p>8: LDPG Meeting</p> <ul style="list-style-type: none"> <i>National Planning and Evaluation</i> <i>Social Protection</i> <i>Early Childhood Development Policy</i> 	<p>13: LDPG Meeting</p> <ul style="list-style-type: none"> <i>Joint Sector Working Groups</i> <i>Update on refugee situation</i>

Annex 3: NPF Lessons Learned and Way Forward

Introduction: The third National Partnership Forum was held on September 22, 2016. It was chaired by the PM and relatively well-attended by ministers. The Minister of Finance attended for the first time and was joined by 9 cabinet ministers (2nd Deputy PM/East Africa; Justice; Karamoja; Water & Environment; Security; Agriculture; Public Service; Works & Transport; and Bunyoro Affairs) and 6 state ministers (Northern Uganda; Lands; Urban Development; Gender, Labour & Social Development; Transport; and Tourism).

The PM and the LDPG Chair delivered statements, and there were presentations by the PS/OPM on the FY16 Government Annual Performance (GAPR) Report and by Sir Michael Barber (Delivery Associates) and Hon. Idris Jala (PEMANDU) on methodologies for enhancing delivery of results and importance of ministerial leadership. The meeting agreed on an agenda for action with a set of resolutions that the Government committed to undertake immediately or in the short-term in collaboration with DPs. The financial support to the preparation process provided by the Embassy of Norway is gratefully acknowledged.

Feedback and lessons learned: DPs have shared feedback informally and formally, including through an online questionnaire to Heads of Mission and Heads of Cooperation as well as during the LDPG meeting on October 11, 2016. Generally, DPs are satisfied with the third NPF and consider the partnership dialogue relevant for the work of their missions and agencies. DPs are particularly pleased with the theme for the third NPF (getting results) and the preparation process. The quality of discussions, the performance of both Government and LDPG, the presentations and the NPF outcome are also assessed positively. DPs are scoring their own contribution lowest. Some of the observations and key lessons include:

- Collegiate atmosphere with Government openly putting challenges on table up front, and with the PM's remarks representing an opening for wider discussions about reform. However, only the PM, the Minister of Finance, and the 2nd Deputy PM spoke during the meeting, indicating that engagement of line ministries was less enthusiastic.
- Sequencing with GAPR, the National Budget Conference, and the internal government strategic planning workshop allowed Government to identify and discuss issues prior to the NPF, which enhanced ownership/leadership.
- The external participants, invited by Government, provided fresh and honest input. They can say things, which DPs cannot and thereby set the scene for constructive discussion.
- A number of thematic/sector DP coordination groups (DPGs) shared input prior to the NPF, and several cross-cutting issues were brought forward at NPF. Meanwhile, the preparation process was driven by the LDPG Quartet with few contributions from LDPG members.
- Discussions appeared somewhat scripted, and some DP interventions did not adequately respond to presentations.
- Important to follow up on the Action Agenda and ensure progress on the issues in the overall NPF matrix.
- Key issues to focus the future partnership dialogue on include poverty reduction, services delivery, regional equality, governance and corruption, and mutual accountability.

Way forward: Government has renewed attention to improving implementation performance, and DPs should build on this momentum through the partnership dialogue and bi-lateral engagements. OPM has, on a very short notice, put together a draft list of possible areas of support and collaboration on the way forward. This list may kick-start the discussion, but should not be seen as yardstick for successful NPF follow-up. Follow-up needs to be systematic, and the LDPG could use its monthly meetings to monitor progress on actions, including by ensuring feedback from DPGs and inviting relevant Ministries, Departments and Agencies (MDAs) to discuss key actions (e.g. procurement, delivery labs, public financial management, performance contracting etc.). It may also be considered to strengthen the technical NPF dialogue by involving relevant DPGs (incl. Public Sector Management) or through a "technical NPF taskforce" of interested/willing DPs. Possible follow-up actions are listed in Annex I.

Possible Follow-Up Actions

Lesson Learned	Way forward
Preparation	
Important to be in synch with Government's cycle to ensure ownership/leadership. Sequencing with GAPR and strategic morning workshop allowed Government to identify and discuss issues prior to the NPF.	Schedule future NPFs, including technical NPFs, after biannual GAPR retreats. The mid-term GAPR is scheduled for March 2017, and the next technical NPF could be sequenced accordingly.
Many DPGs shared input prior to the NPF, and several cross-cutting issues were brought forward/elevated at NPF.	Continue encouraging DPGs to share key issues with LDPG, particularly as follow-up to the joint annual reviews. Report back to DPGs on issues raised and Government's response.
Earlier engagement of HoMs should be considered.	Invite PDG chair to attend LDPG meetings and/or Quartet members to update e.g. PDG, UNCT and EU HoMs.
Attendance and contribution	
The NPF is very driven by OPM with line ministry engagement being less enthusiastic (albeit good attendance).	Strengthen engagement with line ministries through SWGs, including on moving forward priorities in the NPF matrix. Involve LDPG members more in sector coordination. PM to chair pre-meeting with ministers (OPM's suggestion).
Positive to have the Minister of Finance attending. First time to be represented at NPF.	Ensure NPF topics and partnership dialogue have relevance for MoFPED and get their input and buy-in during preparation.
External participants, invited by Government, can provide fresh and honest input.	Work with OPM to identify discussants well before NPF.
DPs are well-represented at NPF, but not all contribute during preparation and meeting.	Need to clarify why/how the partnership dialogue is or can become relevant for all DPs. What kind of partnership do DPs want? Clarify interest in contributing in-kind or financially.
Execution	
Good and collegiate atmosphere with Government putting challenges on the table up front.	Synch with GoU processes and PM to chair pre-meeting with ministers, so that "diagnostic" and key issues are identified and agreed internally by GoU.
LDPG interventions too scripted/orchestrated – more spontaneity is needed.	Prepare discussion papers instead of briefing notes/ key messages (perhaps jointly with GoU/OPM).
Follow-up	
The PM's remarks represents opening for wider discussions about reform	Explore options for engaging, including through sectors, in responding to the issues raised. Consider supporting key "delivery labs" and agreed actions.
Ensure systematic follow up on the Action Agenda and progress on the issues in the overall NPF matrix.	Introduce standing agenda item on getting results at LDPG meetings, where MDAs are invited to discuss key actions (e.g. PPDA on procurement; MoPS on performance contracts; MoFPED on public investments management etc.).
Monitor progress on agreed actions – review after 4-6 months	Strengthen technical dialogue through e.g. sector groups (incl. Public Sector Management SWG) or "technical NPF taskforce".
Mutual accountability – DPs should also be called to account for commitments	DPs to consider committing to supporting GoU in getting results, e.g. by supporting the agreed actions. DPs to commit to AMP.

Annex 4: 2nd Monitoring Round of the Global Partnership

The second High-Level Meeting on the Global Partnership for Effective Development Co-operation took place in Nairobi, Kenya from November 28 to December 1, 2016. The meeting:

- *Took stock of the implementation of development effectiveness principles and commitments*
- *Provided a learning space on development effectiveness, showcasing successful examples*
- *Identified innovative approaches to sustainable development that can be scaled up*
- *Positioned the Global Partnership to effectively contribute to implementation of the SDGs and the Addis Ababa Action Agenda*

As part of this, country monitoring profiles based on the results of the Second Monitoring Round of the Global Partnership were prepared by the UNDP-OECD Joint Support Team to complement the 2016 Monitoring Progress Report of the Global Partnership on Effective Development Co-operation. Highlights from the [report on Uganda](#) are summarized below⁸:

Partners' Alignment and Use of Country-Led Results Frameworks

92% of development co-operation reported in 2015 aligns to national objectives. However, only 46% includes country-led results and 35% uses the country's monitoring systems, indicating a strong tendency among partners to continue to use their own systems. Although 96% of the projects are evaluated by the government, only 47% are organized jointly with partners and there is considerable variation in the use of country results frameworks among partners, especially bilateral agencies. This leaves quite some room for future improvement.

Development Co-operation is on Budget (Subject to Parliamentary Scrutiny)

In 2015, only 55% of development co-operation was recorded in the government budget, a sharp decline from 2011, when 96% of official development finance was captured in the government's budget preparation process. The World Bank and the United Kingdom are the highest performers in this regard, with all of their official development finance reported on budget.

Use of Country Systems

With an average of 68%, Uganda offers a rather balanced use of the various country systems. In 2015, 64% of development co-operation used budget execution, 68% followed country financial reporting and 71% followed auditing procedures. Some 70% of development finance used national procurement. Improvements in using auditing and procedures have been recorded since 2010. Partners seem to channel their assistance equitably between government and CSO implementation. Uganda has kept its 3.5 previous score in the Country Policy and Institutional Assessment (CPIA). In order to consolidate national systems, the government has undertaken several PFM reforms, including budget monitoring, and a PFM partner group has been established to strengthen these PFM reforms. As regards the proportion of ODA that is fully untied, Uganda has again seen progress from an already very satisfactory percentage: from 90% in 2013 to 92% in 2014.

⁸ The report on Uganda is based on data collected from the Government and development partners, public and private, and provides a snapshot of Uganda's progress in achieving more effective development co-operation. It

Fostering Inclusive Partnerships for Development

The current legal and regulatory framework provides for regular consultative processes with civil society and private sector stakeholders throughout the policy cycle. National development policies such as the NDP II were developed through consultative processes involving CSOs and the private sector. The Government of Uganda has a guide to policy development and management that emphasizes multi-stakeholder consultations in policy formulation, implementation and monitoring, but the various government departments have not always adhered to this policy. Multi-stakeholder consultation processes are not institutionalized and the participation of CSOs remains largely ad hoc. CSOs have instituted independent processes to inform policy formulation, implementation and monitoring. However, these have been hampered by unaddressed capacity constraints and CSOs have resorted to joint actions through networks and coalitions on various policy issues to increase their voice and effectiveness in policy dialogue. Some development partners have also tried to promote an enabling environment for CSOs as part of their support to civil society. There is also strong public-private dialogue at all levels. The Private Sector Forum is an example of efforts to broaden participation.

Gender Empowerment

Uganda has mainstreamed gender budgeting and set up a system to track allocations for gender equality. The central government unit in charge of public expenditures ensures the leadership and oversight of the tracking system. Gender-specific indicators inform budget allocation decisions; there are regular impact assessments of budgets and expenditures. Gender-equality-focused budget information is publicized. All ministries, departments and agencies are required to secure a certificate of compliance with regard to gender budgeting before their respective budgets are integrated and consolidated into the national budget.

Development Co-operation is More Predictable

In 2015, 90% of development co-operation was disbursed as scheduled in-year (74% in 2010 and 84% in 2005) and 94% was predictable for the next three fiscal years. The latter rate is high, as partners are required to submit annual projections over the medium term.

Mutual Accountability

The official development finance policy, 'Partnership Policy', defines national priorities for development co-operation. These include specific country-level targets. The medium-term planning and budgeting system allows for annual plans to be rolled over the medium term in order to achieve specific outputs that contribute to consensual targets. The targets are set by sector. The government conducts performance assessments, which are publicized. The joint assessment framework used by budget support partners under the Joint Budget Support Framework contains mutual accountability with indicators to assess partner performance annually. Uganda participated in the Mutual Accountability Survey organized by UNDESA-UNDP in 2015-2016.

Annex 5: Analytics and Studies

A number of analytical studies were undertaken individually and collectively by development partners during 2016. Most of these were prepared in partnership with the Government. Below are links to the publicly available publications that were shared with the LDPG through the email distribution list.

January

- [National Child-Focused Policy Research Agenda](#) (UNICEF)
- [Early Childhood Development \(ECD\) budgeting framework](#) (UNICEF)
- [Situation Analysis of Children in Uganda 2015](#) (UNICEF)
- [Adolescent Girls Vulnerability Index](#) (UNICEF)

June

- [7th Uganda Economic Update: “From smart budgets to smart returns: Unleashing the power of public investment management”](#) (World Bank)
- [6th Review of IMF’s Policy Support Instrument](#) (IMF)
- [Country Economic Memorandum: “Economic Diversification and Growth in an Era of Oil and Volatility”](#) (World Bank)

August

- [The SDGs are coming to Life – Stories of Country Implementation and UN support](#) (UNDP)

September

- [Poverty Assessment Report 2016: Farms, cities and good fortune](#) (World Bank)

October

- [Assessment of Uganda's Progressive Approach to Refugee Management](#) (UNHCR & World Bank)

November

- [National Social Service Delivery Equity Atlas](#) (UNICEF)
- [Social Protection Investment Case](#) (UNICEF)

December

- [Economic impact of refugee settlements in Uganda](#) (WFP & USAID)

Annex 6: LDPG Members (2016)

Membership of the LDPG is open to bilateral and multilateral partners subscribing to the objectives and principles of the Paris Declaration on Aid Effectiveness as well as the LDPG principles. Members of the LDPG are represented by Heads of Agencies/Heads of Development Cooperation/Mission Directors/ Resident Representatives, Heads of Missions/Ambassadors or alternates authorized to speak on their behalf. During 2016, the UN Country Team was represented in the LDPG by the Resident Coordinator, UNHCR, UNICEF and one more agency depending on the meeting agenda.

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Belgium

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<http://uganda.diplomatie.belgium.be/en>

European Union

Crested Towers Building
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https://eeas.europa.eu/delegations/uganda_en

Germany

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<http://www.kampala.diplo.de>

International Monetary Fund

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<http://www.imf.org/external/country/uga/rr/index.htm>

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<http://www.entwicklung.at/en/countries/east-africa/uganda>

Denmark

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+256 312 263 211
<http://uganda.um.dk>

France

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<http://www.ambafrance-ug.org>

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<http://www.iceida.is/english/about-iceida/personnel/uganda>

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http://www.ambkampala.esteri.it/ambasciata_kampala/en

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http://www.ug.emb-japan.go.jp/itprtop_en/index.html

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The World Bank

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For more information about the work of the LDPG, please contact the secretariat on aborg@worldbank.org.