

## An overview of the Management Response to UNDAF Mid-term Evaluation 2018

- The Mid-term Evaluation (MTE) of the United Nations Development Assistance (UNDAF 2016-2020) was conducted between August and December 2018 and covered the first two and half years of UNDAF implementation.
- Overall, the consultancy team that conducted the MTE provided 34 recommendations.
- The Evaluation Management Group, comprised of the Joint UN Team on M&E and the representatives from the Government of Uganda drafted the Evaluation Management Response Plan - ( where they accepted /partially accepted or rejected with MTE recommendations that is:
  - Accepted **30** recommendations;
  - Partially accepted **2** recommendations;
  - Rejected **2** recommendations.

### Recommendations that were accepted and the agencies responsible their implementation.

Resident Coordinator's Office (RCO)
<p><b>Recommendation 1:</b> Strengthen the coordination mechanism by regularly involving MDAs and LGs in UNDAF annual planning, implementation, review, monitoring and reporting for increased participation for stronger alignment to sector work-plans and DDPs</p> <p><b>Key actions</b></p> <ul style="list-style-type: none"> <li>i) <i>Engage and coordinate the Joint Steering Committee to ensure alignment with national ownership, government oversight and mutual accountability for results;</i></li> <li>ii) <i>Periodically hold Technical Coordination Committee - GoU-UN technical level meeting;</i></li> <li>iii) <i>Periodically hold Policy Coordination Committee</i></li> </ul> <p><b>Recommendation 3:</b> Support implementation and financing of the SDG roadmap</p> <p><b>Key actions</b></p> <ul style="list-style-type: none"> <li>i) <i>Provide technical &amp; financial support to government to integrate SDGs in NDP III Results and Reporting Framework, and in other planning tools</i></li> <li>ii) <i>Appoint SDG coordination team from UNCT for inclusive dialogue and support to government</i></li> </ul> <p><b>Recommendation 13:</b> UNCT should enhance inter-country agency collaboration to address cross border issues, such as undercover FGM and disease epidemics;</p> <p><b>Key actions</b></p> <ul style="list-style-type: none"> <li>i) <i>Strengthen high-level advocacy and tripartite initiative on FGM between Uganda, Kenya and Tanzania;</i></li> <li>ii) <i>Strengthen tracking and reporting on FGM cases between Uganda and Kenya;</i></li> <li>iii) <i>Hold cross-border leaders' reflection forum between Kenya and Uganda (for strategic planning, review, follow up of cases);</i></li> <li>iv) <i>Ensure <b>active</b> and <b>evidence-based</b> high-level (decision-maker) participation of both MoH and MAAIF in National Task Force/One Health meetings, in particular for zoonotic diseases; and</i></li> <li>v) <i>Ensure MoH/MAAIF investigative teams jointly mobilize in the event of a zoonotic disease outbreak within 24-48 hours of notice/information from the district, with diagnosis and reporting taking place within 5-10 days of sampling/testing.</i></li> </ul> <p><b>Recommendation 23:</b> The UNDAF pillar heads should: i) facilitate greater harmonization of planned interventions at ORG level to realize greater efficiency gains; ii) align annual joint work-plans to UNDAF</p>

interventions that should be prepared and approved before the year begins; iii) map out related interventions in some target areas for increased joint implementation of activities and field monitoring;

**Key actions**

- i) *Develop a consolidated UNCT work plan, encompassing interventions of all groups along UNDAF coordination structure*

**Recommendation 25:** UN should intensify interventions for fostering DaO through: i) fast-tracking the establishment of common premises for UN agencies; ii) developing a staff orientation package on DaO and UNDAF to guide UN agencies, with UNCT taking the lead in popularising DaO and UNDAF within respective agencies; iii) appraising UN staff performance on UNDAF and DaO; iv) leveraging on UN agencies' comparative advantage in order to harness synergies and complementarity; v) UNCT should leverage its convening power to streamline coordination within normative GoU institutions OPM, NPA and Ministry of Finance, Planning and Economic Development (MoFPED); vi) the RCO should spearhead the development and implementation of a joint resource mobilisation strategy for UNDAF; vii) the OMT should encourage use of pooled resources such as transport, cleaning, security and other services.

**Key actions**

- i) *Develop and implement a joint resource mobilisation strategy for UNDAF;*
- ii) *Develop a staff orientation package on DaO and UNDAF to guide UN agencies, with UNCT taking the lead in popularizing DaO and UNDAF within respective agencies;*
- iii) *RC to follow up with Heads of Agencies to identify senior staff to participate in the UNDAF coordination structures and contribute to DaO goals;*

**Recommendation 26:** UNCT should also: i) reactivate/activate the functionality of pillars and some ORGs through closer monitoring and follow up and annual performance reviews; ii) increase UN agency focal persons to ORGs to at least two people for wider participation and strengthening of inter - ORG interactions through quarterly planning and review meetings; and iii) engage GoU more in planning, monitoring and reporting on UNDAF to foster effective participation. The chairing of pillars and ORGs should be rotational annually. The UN should also consider reviewing and merging some ORGs and areas of convergence to enhance synergies and reduce duplication. The PRG and ORGs should develop an implementation plan with timelines to implement MTE recommendations one month after approval of MTE report.

**Key actions**

- i) *Convene periodic Strategic Intent Pillar (SIP) meetings to discuss the functionality of ORGs, progress on implementation and identify key constraints for UNCT attention;*
- ii) *Develop and implement UNDAF Management Accountability framework*

**Recommendation 30:** The RCO should: i) fast-track the recruitment and alignment of the existing skillset (staff) to the proposed core functions under RCO by 1 January 2019; ii) take the lead in mobilizing resources for UNDAF and critical funding gaps for positions fulfilling different functions that correspond to country specific needs, including Peace and Development Advisor, Gender and Human Rights Advisor, the UNACs among others; iii) admit UN agencies that have footprints in the country but not signatory to UNDAF for enhanced effectiveness and efficiency;

**Key actions**

- i) *Engage and integrate UNOP and IAEA interventions in UNDAF;*
- ii) *Fast-track the recruitment and alignment of the existing skillset (staff) to the proposed core functions under RCO.*

**Recommendation 31:** The UN agencies should consider allocating more resources to the RCO to enhance coordination capacity in the areas of common services, communicating as one and other operational expenses not covered by UN Special Purpose Trust Fund (SPTF); v) all UN agency activities should be incorporated within the UNDAF.

**Key actions**

- i) *Engage UNCT on costs-sharing of the common services not covered by UN Special Purpose Trust Fund;*

<p>ii) <i>Through the definition of strategic priority processes, UN agency activities to be aligned to UNDAF 2021-2025</i></p> <p><b>Recommendation 33:</b> The design of the next UNDAF should be guided by UN reforms and the UN Secretary General guidance for the new generation UNDAF that entail responding to shared trans-boundary, regional and sub-regional development programs to cater for challenges; transition to a re-invigorated RC's office; making use of historical data on expenditures to construct more realistic UNDAF budgets; fast-tracking the full roll-out of UNINFO; developing a joint resource mobilization strategy and plan for UNDAF; focusing support for key interventions with a multiplier effect.</p> <p><b>Key actions</b></p> <p>i) Develop a concept and roadmap to guide the process of developing the new UNDAF 2021-2025.</p>
<p><b>UNDP (Governance), WHO (HCD), OHCHR</b></p> <p><b>Recommendation 2:</b> Review the theory of change under HCD and Governance to ensure logical link between some interventions, outputs and outcomes for, particularly, the interventions under learning and skills development and revise the assumptions and targets under Governance in relation to the timeframe to make them more realistic.</p> <p><b>Key actions</b></p> <p>i) <i>Adjust indicator targets under Governance in relation to the timeframe to make them more realistic</i></p>
<p><b>UNDP, OHCHR</b></p> <p><b>Recommendation: 4</b> The UN in collaboration with GoU should strengthen rule of law in Uganda through Parliament and the Law Reform Commission by fast-tracking tabled law reforms and separation of powers to enhance achievement of governance outcomes.</p> <p><b>Key actions</b></p> <p>i) <i>UNDP and OHCHR to continue strengthening rule of law in Uganda through Parliament and the Law Reform Commission by fast-tracking tabled laws</i></p> <p>ii) <i>Scale up advocacy initiatives through engagement of Parliament of Uganda and the Law Reform Commission</i></p>
<p><b>UNDP</b></p> <p><b>Recommendation 6:</b> Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Local Government (MoLG) and CSOs with support from UN should fast-track capacity strengthening of LC Is and LC IIs on their roles and responsibilities in order to strengthen linkage between formal and informal justice systems;</p> <p><b>Key actions</b></p> <p>i) <i>Strengthen LC Is and LC IIs on their roles and responsibilities in order to strengthen linkage between formal and informal justice systems;</i></p> <p>ii) <i>In liaison with MoLGs, develop strategy for capacity building of lower local councils</i></p> <p><b>Recommendation 7:</b> The UN should fast-track a) innovations to enhance accountability at institutional level including the e-case management to address corruption, and b) dialogue between UN, MDAs and LGs to enhance absorption capacity; c) planned interventions that have not been implemented such as reviewing party Constitutions to promote women representation;</p> <p><b>Key actions</b></p> <p>i) <i>Fast-track innovations to enhance accountability at institutional level including the e-case management to address corruption;</i></p> <p>ii) <i>Promote women representation in governance</i></p> <p><b>Recommendation 8:</b> The EC should scale up civic education including aspects of voter bribery and Police should enhance enforcement of laws that provide against voter bribery; vi) the Parliament should review, restructure and establish viable number of LGs to minimise public expenditure and enhance service delivery;</p>

**Key actions**

- i) *Support Scale up of civic education including aspects of voter bribery*
- ii) *Develop a civic education strategy under the Presidential Initiative with the UN*

**Recommendation 18:** The UN and MWE should carry out climate proofing of infrastructure in key sectors such as agriculture, transport, health and water;

**Key actions**

- i) *Support government to carry out climate proofing of infrastructure in key sectors such as agriculture, transport, health and water;*

**Recommendation 19:** The Office of the Prime Minister (OPM) and UN should strengthen investment towards disaster preparedness, response and management;

**Key actions**

- i) *Restart DRM Task Force meetings under UNDP leadership to gather ideas from participating UN agencies on ways to assist the OPM to strengthen investment towards disaster preparedness, response and management.*

**Recommendation 20:** MDAs should allocate a percentage of their budgets towards emergency preparedness;

**Key actions**

- i) *Through ORGs nurture sectoral advocacy initiatives for development and inclusion of emergency preparedness in sector development plans;*

**Recommendation 21:** The UN should support MWE and other MDAs such as National Forestry Authority (NFA) and National Environmental Management Authority (NEMA) to scale up environmental monitoring, inspection and prosecution of environmental abusers;

**Key actions**

- i) *Support MWE and other MDAs such as National Forestry Authority (NFA) and National Environmental Management Authority (NEMA) to scale up environmental monitoring, inspection and prosecution of environmental abusers;*

**Recommendation 22:** MWE with support from UN should increase public awareness and sensitisation about environmental management, modern cooking energies and technologies through various media such as radio and music dance and drama among others.

**Key actions**

- i) *Support MWE to increase public awareness and sensitisation about environmental management, modern cooking energies and technologies through various media such as radio and music dance and drama among others.*

**Recommendation 24:** The UNCT should review the length of time between requisition and disbursement of funds to IPs to enhance efficiency in line with the HACT framework and procedural requirements-dialogue with MDAs to strengthen the absorption capacity.

**Key actions**

- i) *PRG to organize meeting with OMT to further discuss bottlenecks around HACT and Management of advances to partners.*

**UN WOMEN**

**Recommendation 5:** To increase women representation in Parliament, the UN should scale up interventions that target prospective women leaders such as training in leadership, and address the negative societal norms and beliefs that do not support women participation in leadership;

**Key actions**

- i) *Develop strategy and Identify prospective women leaders to train and mentor for the upcoming elections with key focus on increasing women's representation for 2021 elections*
- ii) *Conduct Civic Education program at the community level and through use of media aimed at changing negative cultural perceptions and attitudes that discourage women from participating in leadership.*

**Recommendation 12:** MGLSD and CSOs should scale up interventions implemented through cultural and religious leaders to address root causes of GBV and enhance male involvement;

**Key actions**

- i) *Implement the HeForShe Campaign with 5 cultural institutions (Buganda Kingdom, Busoga, Kekwaro- Acholi; Karamajong Elders Forum; Alur Cultural Community;*
- ii) *Work with religious and cultural leaders to identify and review customary and religious principles, practices and norms to ensure they are in line with national laws, are non-discriminatory and inclusive, and utilize survivor-centered and child-friendly approaches.*

**WHO, UNICEF**

**Recommendation 10:** The UN in collaboration with GoU should scale up support for prioritised interventions under SP (including the National Health Insurance Policy), education and WASH (such as hand washing facilities and increased pit latrine coverage in schools and homes);

**Key actions**

- i) *Provide technical support to Ministry of Health in making a case for the NHIS legislation;*
- ii) *Support the Ministry of Health to develop a framework for institutional capacity building and build capacity building in priority areas*
- iii) *Advocate and support validation and approval of the National Inclusive Education Policy*

**WHO, UNICEF, UNFPA**

**Recommendation 11:** Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Education and Sports (MoES) and CSOs should scale up community mobilization for increased education support;

**Key actions**

- i) *Extend support to the roll out of the National integrated ECD;*
- ii) *Roll out of the Adolescent Girls Multi sectoral framework;*

**UNFPA**

**Recommendation 14:** MoH should strengthen strategies of controlling population growth rate such as increased access to reproductive health services including uptake of modern contraceptives, strengthen the health system and work on the social determinants outside the health sector;

**Key actions**

- i) *Procure and improve equitable distribution methods for reproductive health commodities, especially modern contraceptives;*
- ii) *Develop guidelines on task sharing/task-shifting of FP services to other cadres within the health system;*
- iii) *Operationalize Quality of Care Standards in line with WHO 8-Quality of Care standards;*
- iv) *Strengthen capacity of health leaders and service providers for reporting maternal and neonatal deaths and to responding to recommendations*

**UNAIDS**

**Recommendation 15:** Ministry of Health (MoH), Ministry of Finance, Planning and Economic Development and UAC should fast-track the operationalisation of the AIDS Trust Fund.

<p><b>Key actions</b></p> <p>i) <i>Work with the Ministry of Health and Ministry of Finance to capitalize the AIDS Trust Fund</i></p>
<p><b>FAO</b></p> <p><b>Recommendation 16:</b> The UN through the SIED pillar should support Ministry of Water and Environment (MWE) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in large scale afforestation and wetland recovery across the country and support creation of more green jobs related to tree planting, conservation and re-use;</p> <p><b>Key actions</b></p> <p>i) <i>A Letter of Agreement signed with MWE to establish 500 hectares Bio-energy plantations through the Forest Sector Support Department</i></p> <p>ii) <i>Promote commercial forestry: financial incentives and technical support to &gt;500 private tree growers, 212 communities, 48 institutions</i></p> <p>iii) <i>Support establishment of ~32 000ha of trees by private growers, communities and institutions</i></p> <p><b>Recommendation 17:</b> The UN should support MAAIF and MWE to scale up interventions geared towards increasing agricultural production and productivity as well as strengthening the agriculture value chain;</p> <p><b>Key actions</b></p> <p>i) <i>Promote Agro-based gender-responsive income generating opportunities and linkages with the private sector are promoted along selected value chains, including the refugee districts in West Nile</i></p>
<p><b>Joint UN Team on M&amp;E</b></p> <p><b>Recommendation 27:</b> Recommended that the targets be revised and stated in a way that is realistic and achievable in the remaining period of UNDAF implementation.</p> <p><b>Key actions</b></p> <p>i) <i>Through ORGs, extend support in selection of new indicators (where need be) and revised targets for selected Outcome indicators in line with sector and /or SDG country targets</i></p> <p><b>Recommendation 29:</b> Given the centrality of Monitoring and Evaluation (M&amp;E) function in monitoring and reporting on the results of the UNDAF, it is critically important that the JUNT M&amp;E should: i) develop a standalone costed M&amp;E plan for UNDAF and comprehensive indicator definitions; ii) review indicators that are measuring more than one variable and those whose data is not available, review baselines and targets for indicators where 2016 data was not available at UNDAF design; iii) consider adding an indicator to track progress on policy and legal influence; iv) UNDAF Pillar heads should conduct UNDAF quarterly and annual review meetings; v) the JUNT M&amp;E should commission special studies on a) establishing the extent to which some initiatives (joint programmes, common services) have contributed towards efficiency of UNDAF; b) implications of the UN reforms and new generation UNDAF on UNDAF structure and functionality; c) the underlying factors leading to poor learning outcomes at P.3 compared to P.6; d) causes of increasing violence against boys and e) to collect data for indicators with no data.</p> <p><b>Key actions</b></p> <p>i) <i>Develop a standalone costed M&amp;E plan for UNDAF and comprehensive indicator definitions considering NDP III and SDG Indicators/targets;</i></p> <p>ii) <i>Extend technical support to ORG in defining the results framework for the UNDAF 2021-2025</i></p> <p>iii) <i>Update the UNDAF Integrated Management Evaluation and Research Plan to include research on Violence against boys, implications of the UN reforms</i></p>
<p><b>UNHCR</b></p> <p><b>Recommendation 32:</b> GoU should include the refugee response programme into the NDP III to harmonise service delivery to refugees and host communities and put in place a coordinated and single approach to the refugee response taking into consideration both development and humanitarian aspects of the responses;</p>

**Key actions**

- i) *Provide technical and financial support toward finalization of the respective sectoral response plans and ensure approval by steering groups;*
- ii) *Extend technical and financial support to the CRRF Steering Committee;*
- iii) *Integrate refugee response in the next UNDAF 2021-25 reflecting NDP III;*
- iv) *Engage National Planning Authority and sectors to integrate the education, health, jobs, livelihoods, sectoral refugee response plans into NDP III and Sector Development Plans;*

**Recommendations that were rejected:**

1. **Recommendation 28:** The UN through ORGs should engage MDAs and LGs more in UNDAF activities at all levels including implementation, review meetings and field monitoring of interventions. In addition, UN should continue strengthening the technical and institutional capacity for MDAs, LGs and IPs.

**Reason for rejection:** *Actions for this recommendation are already happening at Sectoral level and through national coordination and policy platforms. Moreover, the recommendation is taken care of under evaluation responses 1 and 26.*

2. **Recommendation 34:** Parliament should review, restructure and establish viable number of LGs to minimise public expenditure and enhance service delivery;

**Reason for rejection:** *Given the political economy, GoU is less likely to reduce the number of districts. However, the UN together with other development partners will continue to engage GoU on the same during the remaining period of UNDAF 2016-2020*