**COMMENTS ON THE UNDP DRAFT COUNTRY PROGRAMME DOCUMENT FOR UGANDA (2021-2025)**

*Second regular session 2020*

| **COMMENTS BY BELGIUM** | **UNDP RESPONSE/COMMENTS** | **Highlights of UNDP’s Current Programming/Results in relation to comments** |
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| General: to what extent has the donor community & missions been involved in the development of the country programme? | The CPD 2021-2025 is fully aligned to the United Nations Sustainable Development Co-operation Framework (UNSDCF) and as a requirement, all the CPD Outcomes are derived from the UNSDCF, and in fact, are copied verbatim. It is important to note that the UNSDCF was presented to all the donors in Uganda at a meeting of the Local Development Partners Group (LDPG) in June 2020, of which Belgium is a member of the LDPG and was invited to attend this meeting which is co-chaired by the UN Resident Coordinator. At the June LDPG meeting, the UNDP Resident Representative (R)R) herself presented the UNSDCF Strategic Priority on ‘Transformative and Inclusive Governance’ as UNDP is the lead agency in this area, and it is important to note that the CPD derives its outcomes and outputs from the Outcomes of the UNSDCF. As UNDP, had the unique opportunity of designing its CPD during the UNSDCF design period, UNDP also drew upon these consultations, thereby, ensuring clear and backward linkages with the CPD. In addition, UNDP presented to the CPD to the LDPG on 14 July, 2020 where no comments were received on the CPD.  Further, UNDP held consultations with various donor partners bilaterally and in groups and one of this was a stakeholder consultation meeting on visioning and priority setting for the new CPD, which meeting took place in February 2020 and several bilateral donors attended that meeting, together with other senior officials from private sector, non-state actors and government, and provided useful inputs and guidelines. Among the partners that attended were Ambassadors of Denmark, Ireland, Kenya, Turkey, Head of DFID, World Bank and officials from US mission, and other bilateral and multilateral development partners. | The following are examples of intermediate outcomes from the Inclusive and Effective Governance Pillar that are on track and contributing to creating development impacts highlighted in the UNDAF Mid-Term Evaluation and Independent Country Office Evaluation: **Rule of Law and Constitutional Democracy** **Access to Justice enabled:** To ensure Improved Access to justice by all citizens, capacity of institutions in the Justice Law and Order Sector including Uganda Police Force, Judiciary, UHRC, Law Development Centre, Uganda Law Reform Commissions as well as Civil Society was strengthened**.**   1. Case backlog was reduced in the Judiciary, efforts were made to ensure innovative approaches of the judiciary are publicized and made accessible to the community by the Judiciary through awareness creation sessions. The innovative approaches include Small Claims Procedure, Plea Bargaining and Mediation were rolled out at the Tororo Chief Magistrates Court, with outreach to 500 people and this contributed to the reduction case backlog. Over 1,500 cases were disposed off leading to a reduction in pre-trial detainees as well as a reduction in the average length of stay on remand to under one year. Case backlog reduced from 35% to 24% 2. Efficiency and accountability strengthened in the JLOS sector in terms of e-case tracking and management, The Crimes Records Management System of the Uganda Police force was rolled out in 3 divisions of the Kampala Metropolitan Area including Wakiso, Kiira and Mukono this will ensure strengthened linkages with other JLOS institutions like the Directorate of Public Prosecutions, Courts and Prisons.   **Human Rights:** Establishment of 60 Human Rights Desk Officers ensured that the respective District Local Governments fulfil the state obligations to respect, protect and fulfil human rights.   1. Human Rights and Peace Clubs have been established in a number of the schools and are contributing to the monitoring and reporting of human rights violations in schools as well as ensuring civic awareness. Voluntary Action Groups (VAGs) have been established in Namayingo, Buyende, Palisa, Amuria, Soroti and Kaberamaido, Gulu districts  and have enabled /enhanced community monitoring and reporting of human rights violations as well as engagement of their leaders on issues affecting their communities especially on service delivery. 2. The programme ensured that the Bills enacted are human rights compliant, in 2018 the UHRC reviewed two Bills and four ordinances and ensured that they comply with Human Rights standards. These are the Sugar Bill 2016; Administration of the Judiciary Bill 2018;  The Local Government (Kalangala Town Council) HIV/AIDS and Gender Based Violence (GBV) Prevention and Control Bye Law of 2015; Local Governments (Lyantonde District) Universal Primary School Education Ordinance, 2008 ;  Ntoroko District (Natural Resources) Bill, 2015; Kyegegwa District (Protection of Wetlands) Bill;   **Constitutional Democracy** - The electoral process was supported by i) enhancing technical capacities of the Electoral Commission for confidence building, media engagement and voter education ii) amplifying civic engagement, duties, obligations and responsibilities for duty bearers. First ever televised Presidential Debates were facilitated which is informed the culture of issue-based debate and hence likely to influence a shift from highly commercialised politics to issue-based politics.  Consequently, Electoral Commission was supported to evaluate the 2016 general elections.  The results are feeding into the Uganda’s elections road map and have informed substantive contributions by the National Consultative Forum in generating the desired electoral reforms. Spaces of dialogues namely: The Elders Forum of Uganda, the National Consultative Forum, Inter Religious Council of Uganda and the Women Situation Room were strengthened which pacified the emerging violence and fluid environment in the pre-and post-election period.  **E-governance solutions** have been rolled out to enable accountability ease efficiency and access.  A parliament radio was installed and is envisaged to boost civic engagement.  An e-case Management Information System has been established at Equal Opportunities Commission, the Human Rights Information Management System (HURIS) of Uganda Human Rights Commission (UHRC) was strengthened and e-Case Management System was established for the Uganda Police Force, for Criminal Records Management in 4 divisions of Kampala city.  Regarding access to Justice and security for refugees and Host communities, UNDP and UNHCR embarked on an assessment of the access to justice, rule of law and security needs of refugees and host communities in refugee hosting districts. The findings of the assessment informed planning and implementation of programmes to respond to the identified needs in the selected districts. |
| The Belgian Embassy in Kampala has not been involved in the development of the country programme and it seems there have been no consultations with diplomatic mission on this. It would have been interesting if a joint assessment could have taken place. Overall the programs and activities of UNDP are not well known to the post and outreach done to its donors seems limited. | Belgium, as part of the LDPG, was invited to a meeting at which the UNSDCF was presented and donors asked to make contributions. The CPD Is fully aligned to the UNSDCF as stated above. The issues prioritised in the CPD are consistent with important national priorities and well aligned to the NDPIII.  The transition the CPD into full implementation would require the preparation of strategy notes, programme development and other joint assessments to support implementation of the CPD, Cooperation Framework including Belgium’s programme of work and implementation of NDP 3. UNDP will reach out to more stakeholders to discuss its CPD implementation and looks forward to a meeting with Belgium and as well explore potential joint assessments and partnerships in areas of joint interest.  UNDP continues to intensify its efforts to create visibility for its invaluable contribution to Uganda’s development agenda over many decades now. Several outreaches are currently ongoing with donors and its revamped communication strategy will intensify outreach to donors. |
| General: It is positive that The Country Programme runs (2021-2025) parallel to the Third National Development Plan (NDPIII) and is aligning its objectives with the priorities of the Ugandan government. UNDP is in a strong position to support Uganda’s socio-economic transformation in the areas of governance, inclusive growth and sustainable management of natural resources as the organization can build on previous experience and development results achieved during the previous Country Programme (2016-2020). | We appreciate this complement. UNDP has had the unique opportunity of designing its CPD at the time of major happening, namely: the NDPIII, UNSDCF and Covid-19. |
| In the regional context, Uganda ranks in the middle of the Great Lakes region countries according to main socio-economic and civil and political indicators, with distinguishing features in terms of young population demographics (low median age of the region). Pursuant to the goals of the Uganda Vision 2040, the country has adopted several strategies and plans including the Poverty Eradication Action Plans and the National Development Plan. There are still a number of important challenges in the areas of **political rights, civil liberties, and economic, social and cultural rights, which require attention as mentioned in the Cooperation framework and the UNDP priorities for the next CPD.** Point 15 (page 4) mentions that “the previous programme will be leveraged to improve the quality of democracy by supporting the electoral cycle for transparent, inclusive and peaceful elections, and promoting electoral reforms in the post-election period. The functions of Parliament and the judiciary will be strengthened in accountability and civic engagement, with national dialogue processes to foster positive values, mind-set change, and the effective participation of youth and women”.   * + What are the results obtained by the previous programme on these issues?   + Given the young population of Uganda, it will be important to place specific emphasis on the effective participation of youth in the electoral process. Digital solutions could play an important role in this regard. | Good observations.  Yes, Uganda still has important governance challenges as pointed out.  We agree with this noble observation and emphasise that UNDP is operating in a space where other development partners and actors have a role to play, such that our contribution comes in to complement other efforts. In building on ongoing programmed and past achievements UNDP continues to prioritize rule of law and constitutional democracy, as well as peace building. Specifically, the UNDP support will address the following:  1.Enable Institutions and systems at national and subnational levels for effective and accountable service delivery in line with national, regional and international obligations and commitments;  2. Strengthen capacity of people, especially marginalized and vulnerable groups, to participate in and benefit from governance and development at all levels  3. Strengthen Capacity of state and non-state actors at local, national, and regional levels to sustain peace and security  Para 5. mentions the progress made on the governance front. These are areas that UNDP has been steadfast in supporting. Given the limitation of space (6000 words) that includes Results and Reporting Framework, it was practically impossible to elaborate beyond the text stated.  In our view, Paragraph 15 adequately captures this valuable insight, by emphasising including electoral processes. |
| Fiduciary risks, amongst others corruption, in a context like Uganda, will need to be managed effectively in order to achieve value for money and maximise the program’s impact. It would have been interesting if the draft document expanded more on the systems and processes it will put in place (or build on) to improve efficiency, transparency and accountability. | The CPD is designed at a highly strategic level, given limitation of space. This is also further unpacked under the programme and risk management section, that is, paragraphs 29 to 37**.** The next step after approval of the CPD will be the design of programmes to implement it. This will be the moment to reflect deeply on valuable insights such as this. | UNDP supports **Accountability Institutions to strengthen mechanisms for detection, prevention, and redress of corruption.** These include the Inspectorate of Government, the Directorate of Ethics and Integrity, the Anti-Corruption Coalition of Uganda (ACCU), the Development Network of Indigenous Voluntary Associations (DENIVA), and Uganda Revenue Authority (URA).  **In addition to rolling out an expanded programme to support e-governance to strengthen digitalization of businesses processes in government to improve efficiency and transparency, UNDP will continue to consolidate the achievements below.**  **The Inspectorate of Government established the On-line Declaration System (IG-ODS) for Income, Assets, and Liabilities of civil servants and political leaders.** This system has increased compliance and is enabling the enforcement of the Leadership Code of Conduct. Since 2016 UNDP supported the design and rollout of the system. In 2019, training and declaration outreaches were carried out to enhance the declaration rates by leaders in remote and upcountry districts. A 70% achievement was reported in the verification of Leaders' Declarations: the IG verified and concluded 210 out of the planned 300 verifications of leader's declarations during the FY2018/19. This is significant progress since no more than 65 verifications were executed in a single Financial Year previously. Ten leaders were investigated for illicit enrichment, the IG investigated 22 out of the planned 12 high profile cases during the FY 2018/19. 154 corruption cases were investigated in Ministries, Departments, and Agencies (MDAs) out of the planned 218 cases for the year. These investigations recommended recovery of UGX 1.380 Billion which was misappropriated by public officials and UGX0.769 Billion of this was recovered. This progress is being consolidated with European Union support for the IG for investigations into breaches of the Leadership Code. The government committed more funds for the Inspectorate of Government for the Asset Recovery Unit.  **The National Anti-Corruption Strategy (NACS) – 2019-2024 was developed in partnership with the Directorate of Ethics and Integrity (DEI). This was launched by the President in December 2019 together with the Zero Tolerance to Corruption Policy**. The Leadership Code Tribunal was gazetted and resourced. DEI is now constituting the Leadership Tribunal which became operational early 2020 to adjudicate cases of breach of the Leadership Code of Conduct referred to it by the Inspectorate of Government. Recruitment of the Tribunal staff and members by the Public Service Commission (PSC) and Judicial Service Commission (JSC) respectively is ongoing. UNDP piloted support to the Directorate of Ethics and Integrity to operationalize 10 District Integrity Promotion Forums (DIPFs). As a result, the government has been able to scale up and operationalize 68 more DIPFs countrywide. During FY 2018/19, UNDP supported capacity-building public education and awareness on ethics to strengthen the DIPFs. The aim is to ensure that there is exemplary leadership at the Local Government level. The DIPF platform is now being used as an avenue to inculcate ethical values in the district leadership in Local Governments and providing a platform for solving accountability issues/concerns raised by the community. The DIPF platform has enabled investigations, dismissal of errant public officers, and recovery of previous misappropriated funds. With UNDP support, DEI also finalized and submitted Uganda's Self-Assessment report on its implementation of Chapter 2 (Preventive measures) and Chapter 5 (Asset Recovery). The report was submitted to the United Nations Office on Drugs and Crime (UNODC) in Vienna, Austria. Uganda, therefore, complied with the Regional and International requirements during FY 2018/19. This makes the country access the privileges and benefits associated with compliance with the requirements of the membership.  **Uganda Revenue Authority was supported to strengthen institutional capacity in international tax audits to enhance tax compliance by Multinational Companies (MNCs).** UNDP, in partnership with Tax Inspectors without Borders (TIWB) has provided specialized hands-on training to URA international tax audit officials using a pool audit experts and experts from Africa Tax Administration Forum (ATAF). The training has helped to boost URA’s capacity to conduct international tax audits with audits initiated audits in 14 Multi-National Enterprises (MNES) in the banking; Telecom; Breweries and Retail sectors. URA as a result already recovered US $ 6.9m (Ushs 26b).  **CLEAN CONSTRUCTION SYSTEM: WEB-BASED PLATFORM FOR CITIZENS TO MONITOR INFRASTRUCTURE PROJECTS IN KAMPALA CAPITAL CITY - Uganda System for Electronic Open Data Records (USER).** UNDP supported Kampala Capital City Authority (KCCA) to establish the Uganda System for Electronic Open Data Records (USER) which gives citizens open access to updated information on various infrastructure projects. Over 130 City projects have been registered on the system. This initiative is a partnership with the Anti-Corruption Coalition of Uganda (ACCU), and the UNDP Seoul Policy Centre and the Seoul Metropolitan Government (SMG) of the Republic of Korea. The web-based platform is up and running since 2017. Previously, citizen participation in monitoring government infrastructure projects in the City was minimal and the City Authority was not doing well in the disclosure of information on infrastructure projects. There is now easy access to information on Kampala infrastructure projects and citizens are now able to enjoy their right-to-know and demand for accountability. |
| Point 16 (p4): Interesting in the area of governance is also the support towards promoting conflict resolution mechanisms on different levels through, amongst others, the promotion of dialogue especially amongst more marginalized groups. However it is unclear what is meant with “Values-based approaches to peace and development, resilience-building and goals implementation will be promoted”, and more elaboration on this would be welcomed | This is more about tapping into cultural values for the promotion of peace and development. These core values include among many others, Ensonyi (Sense of Self Respect and a Sense of Shame), Obugunjufu (Civility), Obwetoowaze (Humility and Respect for others), Okufaayo (Empathy), Obuyonjo (Hygiene) Obuvunanyizibwa (Responsibility), Okweyimirizaawo (Self-reliance), Empisa (Morality), Obukulembeze (Leadership), Obwerufu (Transparency), Okwewaayo (Selflessness), Obwesimbu (Integrity), and Amazima (Honesty) (Source: Nnabereka Foundation, Uganda). So UNDP is, for example, working with the Nabageraka foundation to harness the Ubuntu Bulamu values which has assisted in promotion of peace and development in the target communities. Also working working with His Majesty, the King of Toro through peace advocacy efforts to promote positive traditional values in the target communities. The aim is to engage more with cultural and traditional institutions to adopt and replicate positive cultural values as pillars for development work. |
| 1.2.1 (page 9): Proportion of voter turnout by elective category and electoral levels (i.e., youth, persons with disabilities (PWDs), elderly) disaggregated by sex: the baseline data are not disaggregated by sex, but the target data (70%, at least 68% of females and 72% of males. How were the targets fixed as there is no information concerning the baseline ? | Available baseline data is 67.61% which was used to set targets. Available data is not disaggregated by sex nor Interest groups [youth, PWDs & Elderly]: This disaggregation will be explored during the programme cycle |
| 1.3.1. Extent to which an infrastructure for peace and security is functional (page 10): the proposed indicator does not seem to be SMART. How will this be measured? | The indicator is SMART. It is an SP3.2.1 indicator measured on a scale of 1-4. See definition of scale below:   * *1. Not at all, 2. Very partial: Exists Partially with no funding/institutional structure to operate, 3. Partial: Exists Partially with limited funding/institutional structure to operate, 4. Fully: Exists independently & functional with funding/formal institutional structures to operate* |
| * 2.1.4. 1. # of new decent jobs (formal and informal) generated, disaggregated by sex, age, disability (SDG 8.9.2): the target values are disaggregated by sex, but not by age and disability. How will decent jobs in the informal sector be measured and defined? | This is an NDP3/SDG8.9.2 Indicator. Available data is not disaggregated by age nor disability. This disaggregation and/or definition detail will be explored during the programme cycle. The details of indicator definitions will be spelled out in the project documents that will be the basis of implementation of the programme |
| * 2.2.1.1: Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime: (a) area of land under protection (Ha): why is there no target value for this item? * 3.2.1.3. Proportion of gender-based violence cases reported to authorities and handled in the formal justice system disaggregated by type (SP 1.6.2): why are there no target values for this item? | This is an SP1.4.1 indicator. The CPD working version has a footnote explaining that part of the indicator. See the footnote: “*Protected areas include National Parks, Wildlife reserves, Wildlife sanctuaries, Central/Local Forest reserves, Community wildlife reserves plus Wetlands Ramsar sites and are assumed not going to change, except if government gazettes or de-gazettes more areas”*.  Target values were erroneously deleted.We have put them back. These are: **Target:** Defilement: 45%; Rape: 50%; Domestic violence: 20% |

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| **COMMENTS BY THE U.S.A.** | **UNDP RESPONSE** | **Highlights of UNDP’s Current Programming** | **UN Cooperation Framework – the CCA on Governance – Key issues UNDP is addressing** |
| * We find the Uganda Country Program Document takes too neutral a tone on democracy, human rights, and governance issues and thus does not fully capture the complexities of the governance challenges in Uganda. The CPD also does not include an analysis of the current political climate or the lack of free and fair elections. Given that 2021 is an election year, the CPD should reflect these challenges in the introduction as the election is a major factor that will determine the country's future. We note the abuse of the opposition, restriction on civic space and freedom of expression are not reflected in the CPD. | UNDP acknowledges the comment and is pleased to offer clarifications from the perspective of programming guidelines and principles, as well as with respect to the substance of the CPD.  According to the updated UN programming guidelines(presented to member states at the January 2020 Informal Session of the Executive Board) , UNDP CPDs do not include detailed country context analysis which is provided instead in the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the Common Country Analysis (CCA) which informs the UNSDCF. CPDs reflect how individual UN agencies to contribute to the achievement of the outcomes provided in the UNSDCF.  *The last column of this matrix provides information on how the governance challenges are described in the UNSDCF and the CCA.*  The CPD treats democratic governance only within the word count limitations (6000 words) and commits UNDP to work towards promoting democracy, peace, justice, security, resilience, gender equality and women’s empowerment.  The CPD further focuses UNDP assistance towards strengthening the judicial and parliamentary branches of Government.  The CPD also focuses UNDP’s democratic governance assistance towards support to the electoral cycle.  In light of both the applicable programming guidelines and the word limitations of the CPD (capped at 6000 words), the CPD articulates, the institutions and partners with which UNDP works, including the civil society, religious leaders, Human Rights Commission and other commissions to promote the enjoyment of rights, promote accountability and address corruption, and to safeguard democracy gains; and details partnerships with the UN family including the OHCHR, UN Women, UNODC.  In greater detail, the CPD includes the following references:   * Para 15: *“****The previous programme will be leveraged to improve the quality of democracy by supporting the electoral cycle for transparent, inclusive and peaceful elections, and promoting electoral reforms in the post-election period. The functions of Parliament and the judiciary will be strengthened in accountability and civic engagement, with national dialogue processes to foster positive values, mind-set change, and the effective participation of youth and women****.* * **1.2.3.** ***# of democracy institutions EC, HRC, Parliament) that effectively meet minimum core function performance benchmarks (SDG 16. A.1; modified SP2.2.2)*** * Para 17 : ***“UNDP will partner with relevant United Nations organizations to foster democracy, peace, justice, security, resilience-building, gender equality and women’s empowerment. Partnerships with Austria, Denmark, the European Union, Iceland, Ireland, South Korea, Japan, the Netherlands, Norway, Sweden, the Department for International Development (DFID), the United States Agency for International Development and others, will be deepened.”*** * Para 29: . “Any disruption of the 2021 general election could delay programme implementation and interventions to address post-election needs. Investments will be made with other development partners to strengthen the capacity of state and non-state actors to promote transparent, inclusive, credible and peaceful elections, and to leverage the systems for gender equality, conflict prevention and dispute resolution established in the previous programme. Implementation delays could be mitigated through direct implementation and fast-track approaches” . | **Uganda has important opportunities and gains to capitalise on**   * + ***Rule of Law and Constitutional Democracy:*** *UNDP supported the electoral process by enhancing technical capacities of the Electoral Commission (EC) for confidence building, media engagement and voter education; and amplifying civic engagement, duties, obligations, and responsibilities for duty bearers*   + *UNDP played a leadership and pivotal role in the UN Need Assessment Mission (NAM) for the forth coming elections.*   + *UNDP has developed an election support programme which is now being implemented.*   + ***Institutional Development, Transparency and Accountability****: UNDP has strengthened the Inspectorate of Government in prevention and detection of corruption. Support included establishment of Online System for Declaration of Assets and Liabilities by political leaders and public servants; strengthened the Asset Recovery and supported the development of the National Anti-Corruption Strategy 2020- 2025 – this framework is supporting the implementation of the Zero Tolerance to Corruption Policy.*   + ***Peace, Security and System Resilience:*** * UNDP has supported the national peace architecture which has facilitated dialogue on the complex governance issues in the country * UNDP is supporting efforts to strengthen the national mechanisms for civic education. | **Governance and accountability** is a key area that impact on Uganda´s fulfilment of the 2030 Agenda and achieving specific SDG targets.  **Uganda as a country has real governance challenges/problem to solve**   * + **human rights** **concern**, with increasing restrictions of civic space and media freedom, as well as incidents of arbitrary arrest/detention and excessive use of force by security forces.   + **Electoral violence:** With the general elections scheduled for February 2021, the political environment remains volatile.   + **Regional fragility:** The Great Lakes continues to experience active conflicts- Somalia, DRC, Burundi and South Sudan. The external factors are a challenge to sustaining peace and put any development gains at risk.   + **Various security risks:** Uganda’s security policy framework, identifies strategic threats to sustaining peace and security: border insecurity; destabilizing external influences; political instability; environmental stress and resource constraints; human underdevelopment; internal insecurity; economic shocks and stress; social polarization and civil disaster   + **Combating entrenched ccorruption in the public sector and social fabric**: this has been identified by Head of State as the Number 1 enemy for transformation (SDGs). This is compounded by **limited demand for accountability.**   + **Poor service delivery – with systemic weaknesses in the decentralized service delivery system**   + **Youth disenchantment and demanding political and economic space**   The above-mentioned challenges were presented as part of the UNSCF presentation to the special Local Partners development group and Partner Development Governance Group in Uganda, and in fact, UNDP presented the governance pillar of the UNSCDF on behalf of the United Nations Country Team (UNCT), which received no comments from the LDPG. As mentioned before, the CPD aligns to this. |
| 1. There is also no mention made of corruption or lack of accountability; the challenges of corruption at all levels needs more emphasis. We would also like to see the CPD capture the many issues around political patronage, which undermines the ability of districts to be fully empowered and to manage their own resources effectively; the role of local governments in service delivery for example has been critically undermined through the centralization of policies and control of the center. Systems of accountability are weak, and institutions are not supported to be effective in their oversight roles. These issues are not fully captured in the CPD as currently drafted. | As per the above, detailed analysis of corruption in the public sector and social fabric is discussed in the Common Country Analysis (CCA). In addition, the CPD makes the following reference:  **Para 30:** To address corruption challenges in the public sector that impede programme implementation, UNDP will build on its past investments in digitizing systems and processes to improve efficiency, transparency, and accountability.  ,  **Para 5 and 22 of the draft CPD.**  5.Governance issues could hamper development gains. While there has been progress in governance, including improved performance of justice, law and order institutions, public finance management reforms, sector coordination, and peace and security, ***critical challenges remain. These include: slow progress in programme implementation as a result of public institutions operating in silos; weaknesses in institutional coordination that could hamper an efficient all-of-government response to crises; delay in adopting e-governance to facilitate private-sector development and foster transparency, integrity, accountability, and dispensation of justice; gaps in enforcement of policies and laws; deficiencies in public service delivery; and gaps in empowering local governments to drive local economic development effectively.***  22. Requisite capacities of local governments in planning, coordination, capacity-building for local communities, monitoring and evaluation, within the realm of the local economic development policy, will be strengthened; as will building e-governance systems, with sustained advocacy for scale-up. The comparative advantage of several actors will be leveraged in articulating this agenda.  Consequently, the CPD includes the following key outputs on governance and their performance measurement indicators such as:  **Output 1.1.** Institutions and systems at national and subnational levels enabled for effective and accountable service delivery in line with national, regional, and international obligations and commitments  **Output 1.2**. Strengthened capacity of people, especially marginalized and vulnerable groups, to participate in and benefit from governance and development at all levels | **What is UNDP doing on Corruption/** **Strengthening mechanisms for detection, prevention, and redress of corruption in accountability institutions**   * UNDP automated the Inspectorate of Government’s System for Declaration of Assets and Liabilities by Political Leaders and Public Servants (IG-ODS). * Supported the establishment of the Open Data Web Platform by Kampala Capital City Authority (KCCA) for citizens’ access information on infrastructure projects. * Supported capacity development of Uganda Revenue Authority (URA) in international tax audits to improve tax compliance by Multinational Companies. * Supported the Inspectorate of Government, Directorate of Ethics and Integrity, and the counterpart agencies in Kenya to pilot initiative to combat cross border corruption with a focus on Karamoja and Turkana Regions.  1. Supported the development National Anti-Corruption Strategy (NACS) 2020 -2025. |  |

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