

PARLIAMENT OF UGANDA

Parliamentary Strategic Investment and Development Plan
(PSIDP) 2007-2012

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1. EXECUTIVE SUMMARY

In light of the changes to the Constitution to allow for pluralist politics in Uganda, the Parliament of Uganda and its development partners, teamed up to review the Parliamentary Strategic Investment and Development Plan (PSIDP), which was initially launched in May 2004 during the 7th Parliament. A stakeholders PSIDP Review Workshop was conducted on November 17-18, 2006 to discuss salient issues in that regard. The result is a revised PSIDP.

The revised plan has proposed modified Vision and Mission statements from the 2004 plan. Parliament's Vision is proposed to be an *effective and independent institution* and its proposed Mission is *to protect and promote pluralist democratic governance, accountability and sustainable development*. These statements maintain the connection and contribution to the overall goals of the Poverty Eradication Action Plan (PEAP), other national strategies such as, Vision 2035 and the UN's Millennium Development Goals (MDGs).

The purpose of the revised plan is provide a policy and development framework to enable the Parliamentary Commission and its management and implementing organs to take a fresh look at the needs of Parliament since the advent of multiparty politics, and to search for effective solutions to the new challenges it will likely face over the next five years. The revised PSIDP remains committed to the DADI principles of **D**emocracy, **A**ccountability, **D**evelopment and **I**nstitutional Relations expressed in the previous PSIDP document. In order for Parliament to adhere to these principles, its revised PSIDP focuses on the following strategic objective outcomes:

- Enhanced Knowledge and Expertise of MPs and Staff to Operate Effectively in a Multiparty Parliament
- Improved Parliamentary Legislative, Administrative and Infrastructural Support Services to enable Members to legislate and perform oversight function more effectively resulting in better utilization of public sector resources
- Strengthened Parliament's Representative Capacity through External Linkages and Partnership with Various Stakeholders to Foster Sustainable Development
- Increased Parliamentary engagement peace making, conflict management and resolution, and in spreading democratic governance.

The strategic approach for implementation of these objectives shall be to provide supplemental financial support to committees, fora, departments and offices to enable them to realize their objectives as detailed in this document. In brief, the PSIDP comprises activities such as on-going in-country site visits to Government project sites shall enhance accountability beyond desk scrutiny of reports to on-the-ground assessment of impacts; tailored workshops, seminars and conferences shall be designed to foster greater understanding and appreciation of the operating principles of a multi-party Parliament; and, international exchange visits and the procurement of essential equipment shall be undertaken.

The Parliamentary Commission shall serve as the policy making body for the PSIDP. The PDCO shall be responsible for overall planning and the day-to-day activity coordination, and for management of the PSIDP funds mobilized from development partners.

The Board of Management shall supervise PDCO and provide regular feedback to the Parliamentary Commission on the implementation status of PSIDP.

An external organization that specializes in monitoring and evaluation shall be engaged to ensure quality control, to evaluate the effectiveness of PSIDP implementation on an annual basis, and to provide recommendations for updating the PSIDP and its implementation apparatus.

If these strategic objective outcomes are achieved, the Parliament of Uganda will have traveled far in realizing its Vision of becoming an *effective and independent institution* and in fulfilling its Mission *to protect and promote democratic governance, accountability and sustainable development*

In order to achieve these strategic objectives in the course of a five year period, an estimated total investment of US\$_____million will be required.

2. PSIDP BACKGROUND AND RATIONALE FOR REVISION

The first plan for the modernization of the Ugandan Parliament was developed in 1996. The enactment of the Administration of Parliament Act, 1997 which de-linked Parliament from the Executive branch and created a Parliamentary Commission and Parliamentary Service was the precursor to the considerable institutional reforms that have taken place over the past decade. The 1996 Plan was useful in providing Parliament, Government and Development Partners with a Vision, which was utilized to help finance the reform process.

The purpose of the PSIDP process is to enhance the capacity of Parliament to mobilize, deploy and manage resources behind clearly defined Vision and Mission statement objectives that ultimately will contribute to Parliament's capacity to fulfill its Constitutional responsibilities.

The decision to revise the current PSIDP mirrors the decision taken at the outset of the 7th Parliament, when the Parliamentary Commission determined that a review of the Plan for the Modernization of Parliament (2000-2003) was required to better integrate Parliament's institutional development plans with the Government's Medium Term Expenditure Framework (MTEF) and annual budgetary and national planning framework. The current PSIDP was launched in May 2004 and has attracted considerable funding: from international development partners and the Government of Uganda.

In mid-November 2006, a stakeholder workshop was held in Entebbe to review the progress of the current Plan, and, to begin soliciting input from stakeholders on how the plan can be revised to meet the demands of a multiparty Parliament.

The revised PSIDP shall serve as the 8th Parliament's policy framework and development plan, and it shall build on the PSIDP that was launched in 2004, and on the reforms made during the 6th and 7th Parliaments.

3. PARLIAMENT’S INSTITUTIONAL FRAMEWORK AND OPERATING PRINCIPLES IN A MULTIPARTY LEGISLATURE

The movement system of government enshrined the principle of individual merit into Uganda’s parliamentary system. The rationale for this system was that citizens could vote for individual MPs based on their personal talents, rather than for their party affiliation. The rationale for this ‘no party’ style democracy was that Ugandan society was too fragmented from years of war and economic degradation to handle partisan political competition.

As described above, the “party-less” 6th and 7th parliaments allowed MPs, even Movement supporters to countervail the Executive on numerous occasions without being seen as anti-Movement. MPs formed and joined coalitions and caucused on issues to draft legislation or resolutions to solve problems without fear of backlash from Party whips. This freedom from party discipline contributed to the legislature’s independence and rapid institutional development, as well as a healthy tension in executive-legislative relations.

The 8th Parliament is the first parliament in Uganda to operate under a system of multiparty politics since the 1980s. As such, the leadership of Parliament has taken steps to transform the House to meet the requirements of a pluralist system. The 1995 Constitution was amended to allow for a pluralist system of Government, which ended the “no-party” or individual merit political system.

Parliament’s Rules of Procedure have been amended to make way for multiparty political system to operate in Uganda. In addition, a code of conduct was included under Rule 71 to assist Members in the discharge of their obligations to the House, their constituents and the public at large. Under Article 80, section 4 has been added to define the rules of government officers who desire to stand for Parliamentary elections; Article 82a –Leader of the Opposition—has been added. This article recognizes the role of the official opposition party leader and the privileges attached the office. Changes were made to Article 82—Tenure of office for Members of Parliament, under section 1. G and 1.H and sections 2 and 3, deal with the political party membership and the consequences of switching political parties on a member’s tenure of office.

A shadow cabinet has been formed and sits on the front bench of the Opposition side of the Chamber and Parliament’s watchdog committees are chaired by Opposition MPs. New Offices have been created within the precincts of Parliament to accommodate the Leader of the Official Opposition; the Majority (Government Chief Whip) and the Opposition Chief Whips.

Parliament also supports a number of parliamentary fora that are formed to address specific areas of concern and their membership cuts across party divide and are national in character. These include Uganda Women Parliamentarians Association, Uganda Parliamentary Forum for Children, Amani, Africa Parliamentary Network Against Corruption, among others.

4. PSIDP VISION AND MISSION STATEMENTS

At the November 2006 PSIDP Review workshop in Entebbe, MPs, Parliamentary staff and representatives of Civil Society Organisations proposed slightly revised Parliament's Vision and Mission statements to accommodate the new multi-party environment and other emerging priorities.

Through the implementation of the PSIDP, stakeholders' proposed **Vision** is for Parliament to be an *effective and independent institution*. And, the same group reached consensus and proposed that Parliament's **Mission** is *to protect and promote democratic governance, accountability and sustainable development*.

The key to the success of the PSIDP is its ownership by Parliament. For it to be “owned” it needs to be a simple, useful and living document, which reflects the changing needs of a dynamic deliberative body. Annual Action Plans shall be drafted by PDCO in consultation with the Board of Management and Parliamentary Donor Group and sent to the Parliamentary Commission for review and approval.

5. PSIDP'S PRINCIPLES AND CONTRIBUTION TO NATIONAL PLANNING FRAMEWORK

The revised PSIDP will facilitate public participation in the legislative process, increase its institutional capacity in lawmaking and executive oversight thus creating an enabling environment on which PEAP—specifically its Governance objective (pillar 4) related to democracy, development and accountability, Vision 2035, and the MDGs depend.

The PSIDP is structured around the DADI principles, which encompass its Vision and Mission statement and underpins the foundation of Parliament's constitutional responsibilities and its role in national development:

- **Democracy** – Law and policy making in a pluralist political environment, good governance, promotion of constitutionalism, peace building, national unity, systems of representation, conflict prevention and resolution.
- **Accountability** – Oversight and the promotion of transparency, integrity and accountability at all levels of governance in the allocation and utilization of public resources.
- **Development** – Representation and involvement of the People of Uganda in policy making resulting in more equitable and sustainable service delivery to citizenry—infrastructure, health, education, and social services.
- **Institutional Relations** – strengthening partnerships with other arms of state, local governments, CSOs, private sector and other stakeholders to achieve national objectives.

Emanating from DADI principles are Parliament's strategic objective outcomes to be pursued over the course of the next five years. These policy objectives were taken from

the previous PSIDP and modified to meet the basic requirements of a multiparty parliament.

6. PSIDP STRATEGIC OBJECTIVE OUTCOMES

For Parliament to implement its **Vision** to be an *effective and independent institution*, and, to achieve its **Mission** to *protect and promote democratic governance, accountability and sustainable development*, the stakeholders at the November PSIDP workshop in Entebbe proposed that the revised PSIDP shall focus on the following strategic objective outcomes:

- **Enhanced Knowledge and Expertise of MPs and Staff to Operate Effectively in a Multiparty Parliament:** Capacity building tailored to the needs of MPs, Staff, Committees, Parliamentary Fora, and special interest groups operating in a multiparty Parliamentary environment.
- **Improved Parliamentary Legislative, Administrative and Infrastructural Support Services to enable Members to Legislate and Perform Oversight Function More Effectively Resulting in Better Utilization of Public Sector Resources:** Enhancing Parliament’s physical working environment (space, equipment, transport, tools), technical capacity of staff, and continuously improving the human resource and administrative systems for MPs and Staff to be able to better discharge their duties. Special consideration was made about the importance of fully integrating ICT into PSIDP activities.
- **Strengthened Parliament’s Representative Capacity through External Linkages and Partnership with Various Stakeholders to Foster Sustainable Development:** Parliament to strengthen formal linkages with the Executive, the Judiciary, Local Governments, CSOs, Media, International Parliamentary Organizations, Academia, Private Sector, Citizenry, Regional and other Parliaments.
- **Increased Parliamentary Engagement Peace Making, Conflict Management and Resolution, and in Spreading Democratic Governance.**

7. PSIDP PROGRAMME ACTIVITIES AND EXPECTED STRATEGIC OBJECTIVE OUTPUTS

The following section describes a series of proposed macro-level activities and their outputs designed to assist the Parliament of Uganda to fulfil its Vision and Mission statements. The list of specific activities is illustrative and will need to be further developed and negotiated during the development of the annual Action Plans.

Strategic Objective Outcome 1: Enhanced knowledge and expertise of MPs and Staff to improve their capacity to engage in lawmaking, representation, and oversight that contribute to sustainable national development in a multiparty environment

Members and staff expressed desire to improve their knowledge and capacity to operate effectively in the new political dispensation. The following list of capacity building workshops and seminars is illustrative of the self-identified needs of Parliamentarians and staff:

Intended Output: MPs and Parliamentary Staff better skilled at operating effectively in multiparty context.

Activities to support this output are:

Inter-Party Dialogues and Debates on Topical Issues: Creating opportunities for members from opposing parties to debate topical issues of importance can serve to promote a culture of greater tolerance of opposing political opinions and ideas, appreciation for the art of compromise and consensus building. Activities shall take the form of:

- On-going series of organized debates on topical issues. It is important that these debates be covered by the media to promote public awareness of the controversial issues of the day which MPs must forge in public policy.

Role and Responsibilities of MPs and Staff in a Multiparty Parliament. Local and international experts to conduct a series of mixed party-based seminars on comparative multiparty Parliamentary experiences including such topics as party vs institutional loyalty, role of official and other loyal opposition parties, how rules of procedures impact government – opposition relations, coalition building, and constituent relations. In addition, it is useful to expose MPs and staffs to more developed Parliaments with longer traditions of pluralist politics. Such trips can also serve to build inter-party consensus on policy as well as institutional reform matters. Activities shall take the form of:

- A series of half-day seminars at Parliament offered thrice per session. These seminars can be led by Ugandan professors and combined with visiting foreign experts
- Targeted Member and Staff study visits to parliaments with useful models of multiparty parliamentary systems

Mastering the Rules of Procedure. MPs have expressed interest in learning how to master the rules of procedure and how to utilize them to debate effectively. Through better understanding of the rules Members can increase the efficiency and maintain the integrity of the legislative process.

- Seminars on rules of procedure and code of conduct shall take place intermittently throughout course of 8th Parliament

Intended Output : Knowledge base and skills of MPs and staff results in greater effectiveness as lawmakers and watchdogs (oversight) of the Executive. Activities to support this output are:

Enhancing Committee Oversight. Committee based training to improve skills and knowledge of members on how to carry out their ‘watchdog’ responsibilities ensure executive agencies effectively carry out their mandates. Activities shall take the form of:

- Specialised, on-the-job training for staff and members in doing value for money and performance based audits
- Investigation travel fund for Committee-based field visits to monitor and evaluate to determine if the impact of laws based by parliaments have had their intended impact. These site visits also allow MPs to interact with and involve citizens in oversight process.

Enhancing Capacity of Accountability Watchdog Committees. Given the advent of multiparty politics in Parliament, and the role of the Opposition parties as chairpersons of these Committees, it is essential to give special attention and resources to the Watchdog committees in order for parliament to play an effective oversight role. Activities shall take the form of:

- Experts hired to clear audit backlog in all committees
- Funds to hire outside consultants to expedite and improve on quality of committee work
- Additional professional Staff assigned to the committees to help organize public hearings, respond to petitions, carry out investigations and other pertinent work
- Travel fund to allow for committees to do verification visits on audit questions

Committee-Level Strategic Planning. Many MPs mentioned that they were unsure of what they were supposed to achieve in the Committee. Members shall receive training on how to develop committee level strategic plans to help chart out the legislative agenda and key policy priorities and their respective roles and responsibilities therein during their tenure. Activities shall take the form of:

- Committee-based strategic planning workshops

Strategic Objective Outcome 2: Improved Parliamentary Legislative, Administrative and Infrastructural Support Services to enable Members to Legislate and Perform Oversight Function More Effectively Resulting in Better Utilization of Public Sector Resources

The purpose of this strategic objective is to plan for investment that will enhance Parliament's physical working environment (space, equipment, transport, tools) the technical capacity of staff, and continuously improving the human resource and administrative systems that enable MPs and Staff to better discharge their duties.

Intended Output: Enhanced Legislative Support Services to Members Results in More Effective Parliament

Activities to support this output are:

Support to Clerk's Department

The purpose this department is to provide impartial procedural and Secretariat support services to MPs during plenary proceedings and in Committees.

The number of clerk assistants' has doubled to nearly 30 since 2000 to meet the growing number of standing, sectoral (sessional), select and adhoc committee in Parliament. Clerk Assistants help MPs to properly formulate questions to Ministers, draft motions and resolutions, amendments to bills, produce the draft the Minutes of plenary and committee meetings, and write Committee reports. Persistence problems faced by Committee Clerks include inadequate Committee Room space, reluctance of some Government departments to provide sufficient information to Committees, lack of quorum, inadequate funds for local and international travel resulting in MPs taking trips without the support of their clerks. This department intends to introduce an Order Paper registry; to enhance capability to provide instant interpretation of the Rules of Procedure; to improve on the quality and efficiency of minute and report production; and to maintain inter-parliamentary relations. Activities shall take the form of:

- A fund based on an annual work plan to support this department to enhance its capacity to serve Committees

Support to Department of Legal and Legislative Services

The purpose of this department is to provide efficient and timely legal services to Parliament, its Committees and the Parliamentary Commission. This department was established to provide in-house technical support to Members in drafting private members' bills, amendments, motion, resolutions, questions, petitions, proclamations and to ensure accuracy of assent copies of bills and that Acts of Parliament are gazetted. The department also provides legal advice on the administration of Parliament and posts relevant information on the electronic bill tracking system

In a multiparty parliament, it is imperative that the Legislative Counsel remain non-partisan and dispense legal advice and information fairly to ensure that minority parties are catered to proportionally.

Activities shall take the form of:

- Exposure visits or staff attachments in Parliaments with longer history of pluralist party politics.
- Capacity building on how to provide counsel on bills and other legal services in a multiparty political environment.

- Assistance to upgrade the electronic bill tracking system and training on how to manage and maintain the system

Support to Department of Library and Research Services

The purpose of this department is to support Parliament through the provision of library and information services and coordination of research services. The department plays critical roles in providing individual members and committees with factual analysis and evaluation of bills, policies, and reports. Both the Library and Research Service is staffed by competent professionals, but they lack tools and resources to enable them to meet the demands from MPs.

Investment in enhancing Library and Research Services will result in better informed MPs and committee. The Library staff has indicated that they need to move towards the development of an electronic library. Parliamentary libraries throughout the world are moving away from hard copies of books and into greater use of the on-line parliamentary information resources.

The Research Service has done admirable work since its creation in 1999, but is hampered in its effectiveness due to a lack of resources to do field-based research. In November 2005, the Research Service developed a strategy for parliamentary monitoring and evaluation of Government programs. The purpose of the strategy is to support Committees in effectively exercising their oversight function. Outputs include: accurate and reliable information generated and delivered to committees and members; professional support for evaluation of government programs provided to MPs; and databases on performance of government programs developed.

Activities shall take the form of:

- Development of an e-library. This entails investment in ICT equipment, greater bandwidth, digitization of archives, and staff and member training.
- Given the multiparty system, staff need to be exposed to non-partisan research departments in parliaments with long experience with multiparty politics; in addition MPs, especially new MPs who are from opposition parties need to be sensitized to the types of services the Library and Research Departments can and cannot provide in order to dampen any suspicions that researchers work exclusively for the ruling political party.
- A travel fund for Researchers to carry out monitoring and evaluation as directed by Committees

Support to Budget Office

The purpose of this office is to provide Parliament and its Committees with objectives, independent and timely analysis of the national budget. The budget office has made considerable progress in providing economic and fiscal analysis services to Parliament since its inception in 2000. However, MPs expressed their interest in enhancing the capacity of the Budget Office to provide more timely and in depth economic analysis and financial forecasting services. In addition, the staff of the Budget Office would like to provide greater analysis of the socio-economic, gender, and environmental impacts of

proposed legislation; enhance capability to review the certificates of financial implications attached to bills and to provide parliament with a simplified analysis of the annual Budget Proposal's impact on the macro-economic environment. Activities shall take the form of:

- Investment in the development of ICT tools (data warehouse, improved connectivity, additional hardware) is required. Budget office staff has the capacity to help the software developers to design the system, but parliament does not have the in-house capacity to develop the software.
- Additional Office equipment to meet the demands of additional staff
- Transport fund to allow Budget Office staff to do field research
- External training—short and long term for budget staff to enable them to keep up with the economic and financial analysts at the Ministry of Finance.

Support to Official Report (Hansard) Department

The purpose of this department is to provide an accurate, timely, verbatim report of the proceedings of Parliament in the form of the daily Hansard and bound volumes; and, the production of other Parliamentary publications. The Hansard Department also managed the Chamber's Public Address and the Parliament's CCTV system, which allows MPs and Staff to watch the proceedings of the Plenary from outside the Chamber.

The Hansard Department can now produce daily records of the proceedings of Parliament. However, there is still a delay in printing and producing bound copies of the Hansard. To expedite this process, a binding machine is required. In addition the Public Address and CCTV systems currently operating in the Chamber are obsolete and spare parts are increasingly scarce; the CCTV system will also need to be extended to the new MP and Staff offices at Bauman House. Activities shall take the form of:

- Purchase of Perfect Binding machine
- Replacement of Public Address and CCTV system
- Extension of the CCTV system to new MP Office and Conference Hall

Intended Output: Enhanced Administrative Capabilities and Infrastructure Development Results in More Effective Parliament

Activities to support this output are:

Support for Review of Management Review of Parliament's Administrative Management Systems.

The Deputy Clerk in charge of Administration is charged with Chairing the Board of Management and ensuring smooth administrative systems in Parliament. In 2004, the Parliamentary Service was restructured resulting in separating legislative and administrative functions. Funds set aside to perform a management review in 2009 are required to ensure the Parliamentary Service remains responsive to the needs of members and other stakeholder. Activity to include:

- Management review and follow-on stakeholder workshops

Support for Human Resources Department

The purpose of this department is to ensure efficient and effective staff management in accordance with established regulations and policies. The Parliamentary Service was restructured in 2004 resulting in a total approved establishment of 307 posts. Currently 232 posts are filled. In order to meet the demand for staff resulting from the increase in number of MPs and new offices created to meet requirements of the multiparty politics, the Human Resource Department is currently recruiting for the remaining vacancies. In April 2006, a comprehensive Human Resource Development Programme (HRDP) was submitted to Parliamentary Commission. The programme encompasses three major aspects of human resource development i.e. education, training and development. HRDP detailed ten staff development programmes that, if implemented, will create a demand for the additional human resource that will drive the PSIDP towards the Parliament's vision and its constitutional obligations.

Investment in operationalizing the programme over the five year period will significantly contribute to the capacity of parliamentary staff to effectively discharge their duties thereby enhancing services to MPs who, in turn, will be better prepared to contribute to vision and mission of parliament. Activities shall take the form of:

- Budget support to HR department to enable it to systematically carry out its Human Resource Development Programme over the next five years.

Support to Public Relations/Information Office

The purpose of the Public Relations/Information Office is to promote and protect the corporate image of the institution of Parliament and to educate the public on the operations and functions of Parliament

Given, its meager resources, the Public Relations department has also done a good job at managing the parliamentary press corps, monitoring and responding to media reports on parliament, and press releases, producing print (*The August House*), , the weekly *Staff Bulletin*, and updating the news section of the Parliamentary Website.. It has also been able to manage live broadcasts of plenary session, create parliamentary documentaries, carry out educational tours of parliament and protocol matters. However, in order for this office to better serve Members, the media and the general public through the development of more comprehensive public information materials , and to more proactively defend the corporate image of Parliament, its status should raised to that of a Department whose director sits on the Board of Management. Activities shall take the form of:

- Professional development of departmental staff in public relations, multi-media production, and protocol focusing on operating effectively and equitably in a multiparty environment.
- Procure additional cameras and broadcast equipment
- Budget support for development and production of new educational outreach materials, more regular production of the *August House*, and to pay for radio and television airtime to run documentaries and other parliamentary information shows.

- Establishment of a Public Information booth in the lobbies of Parliament
- Development of Parliament Communication Strategy and funds to implement strategy
- Review duplicative roles of office of international cooperation and PR office

Support to Information, Communication Technology (ICT) Department

The purpose of this department is to develop and manage parliament's ICT system and service. The ICT department is critical to ensuring Parliament's internal and external communications and information flow. For the department to meet the Parliament's expanding demand for ICT services, additional investment in hardware and software are required. For this to be realized, it is necessary to replace older PCs with newer ones, procure new servers and upgrade or replacing software. Activities shall take the form of:

- Procurement of new and upgrading of old hardware and software to meet the growing demand for ICT services in Parliament
- Enhancement of the Parliamentary Website and Intranet
- Additional training funds to enhance ICT capability of members
- Redesign and install electronic bill tracking system (together with Department of Legal and Legislative Services)
- Redesign and install data warehouse (together with Budget Office)

Support to Parliamentary Development and Coordination Office (PDCO)

The purpose of the PDCO is to provide support in strategic planning, co-ordinate assistance from development partners, mobilise resources and oversee implementation of PSIDP. PDCO staffs are charged with drafting the statutory reports for development partners and to assist the Accounting Officer to ensure that the Basket Fund facility conditions are complied with, and internal monitoring and evaluation of PSIDP.

In order for the PSIDP to be implemented, the PDCO middle level and junior staff need to be capable of planning, organizing and coordinating multiple and occasionally simultaneous capacity building seminars, workshops, exposure visits, targeted consultancies and other technical assistance packages. The onus of budgeting, reporting and stakeholder coordination will also be PDCO's responsibility. Activities shall take the form of:

- Advanced training for staff in: project management, resource mobilization, specialized report writing, public finance and budget management

Support to Sergeant at Arms Department

The purpose of the department is to undertake ceremonial duties during plenary sessions and to provide a safe, secure and clean environment throughout the precincts of parliament. This is the largest department of parliament in terms of personnel and is often under-funded. This raises potential problems for security, health and safety and the maintenance of physical infrastructure of parliament. In order for future crisis to be averted, additional investments in security equipment, fire prevention, staff training, and procurement of office furniture for conference hall. Activities shall take the form of:

- Security camera system procured and installed

- Fire alarm system and fire fighting equipment procured and installed
- Development of a Emergency Evacuation Plan
- Protocol training for Police and other relevant staff
- Furniture and basic equipment for conference hall and new

Support to Finance and Administration Department

The purpose of this department is to provide financial, procurement, records management and administrative services to the Parliamentary Commission. This department has made impressive progress in improving the efficiency and effectiveness of its service delivery. Within the next year, this department will benefit from a World Bank programme that will supply all the necessary hardware, software and training for an integrated financial management system that connects it to the Ministry of Finance. Its Record Management office is scheduled to acquire electronic records management software; and, the Procurement unit is scheduled to take the lead in preparing a master procurement work plan for the Parliamentary Commission. Department staff training is already catered for in the Human Resource Development Plan. Therefore, no additional funds are required from the PSIDP process.

Support to Office of Leader of Official Opposition

The purpose of this office is to provide administrative support services to the Leader of the Official Opposition. This is a new and critically important addition to Parliament's corporate structure in the new political dispensation. Activities shall take the form of:

- One time grant to provide requisite office equipment
- Assistance to Development Official Opposition Website
- Fund to hire Consultants to develop minority reports

Support to Offices of the Chief Whips:

The purpose of this office is to provide administrative support services to these legislative leaders. These offices are new and critically important addition to Parliament's corporate structure in the new political dispensation. . Activities shall take the form of:

- One time grant to provide requisite office equipment

Intended Output: Improved working conditions through expansion of Chamber and rental of additional office space for all MPs and Staff. Activities to support this output are:

Building a New Chamber

The current Chamber is too small to hold the full compliment of members of Parliament, currently at 332. Additionally, given the practice of Commonwealth multiparty parliamentary systems, the Chamber size does not afford ample seating to allow for members of ruling party to sit on one side of the chamber while Opposition parties side on the other, opposing side of the chamber.

The Parliamentary Commission of the 7th Parliament submitted designs plans and construction costs for the new Chamber to the Ministry of Works. The Chamber is to be constructed on top of the Conference Hall and equipped with an electronic voting

machine and fully integrated live broadcast system. The costs have been included in the Commission's Development Budget for 2006/07.

Activities shall take the form of:

- Financial Support to the Development Budget

Additional Member and Staff Office Accommodation

Since 1996, there has been a chronic shortage of office accommodation for members and staff. While Parliament was successful in removing most Executive branch officers from its premises, the increase in the number of MPs and staff has requires additional office accommodations. As a result, the Parliamentary Commission has identified additional office space at Bauman House just opposite the main gate of Parliament. The Commission has negotiated a tenancy contract and budgeted for the costs its recurrent budget for 2006/07. Renovation of the office space is underway. However, this is a short-term solution and discussion within the Commission need to take place on finding a more permanent solution to the issue of shortage of office accommodations for members and staff. Activities shall take the form of:

- Financial Support to the Procurement of Additional Permanent Office Space

Strategic Objective Outcome 3: Strengthened Parliament's Representative Capacity through External Linkages and Partnership with Various Stakeholders to Foster Sustainable Development

Intended Output: Parliament strengthens formal linkages with the Executive, Judiciary, Media, Local Government, CSOs, International Parliamentary Organizations, Academia, Private Sector, Citizenry, Regional and Other Parliaments and becomes a more representative and key institution in governance of Uganda. Activities to support this output are:

Consultative Dialogues/Forums with Executive Branch

The 6th and 7th Parliaments made considerable progress at maintaining a dialogue with Executive branch ministries and agencies on key policy matters where Parliament was in disagreement with the Executive. In the new multiparty era, it is imperative that this trend continue for national development plans to be implemented as expeditiously as possible. Support for developing a practice of Committee or Fora-initiated forums on bills and policies emanating from the executive will serve this purpose and ensure that Parliament maintains its image as a facilitator of national development objectives and not an obstacle of them. Parliament can use such forums to discuss the implementation status of laws it passed, but the Executive had failed to actualize. Activities shall take the form of:

- A fund to pay for a series of Committee driven dialogues on controversial bills and policies with the counterparts in the Executive. The dialogues must take place on neutral ground

Development of Civil Society Database

Civil Society Organizations are increasingly developing their expertise and service delivery capacity in an array of sectors. Parliament needs to keep abreast of the capacity and expertise these organizations so that it can access their expertise and involve them in

the legislative process. Development of a database of CSOs by expertise, which is updated annually, will enhance Committees' capacity to involve citizen groups in developing legislation and in monitoring its impact on society. Activities shall take the form of:

- Development of a database of CSOs, managed by Committee Clerks

Building Institutional Linkages with Local Government and Councils

Currently there is no formal relationship between the supreme lawmaking institution [Parliament] and Local Governments and Local Councils. While the Ministry of Local Government has the main responsibility and authority to this has resulted in a disconnect between national and local level policy making. Facilitating formal linkages with Local Councils promotes each of the DADI principle: democracy--national harmony, peace building; accountability—value for money audits of parliament approved expenditures at local level ; Development---participatory planning , monitoring and evaluation for equitable development, and Institutional Relations—to achieve coordination on national objectives. Activities shall take the form of:

- A series of workshops and an annual national conference shall serve to build these linkages and improve cooperation between national and district and local councils.

Committee-based Site Visits and Public Hearings

Committee Chairpersons and Members expressed their overwhelming desire to take Parliament, through their Committees, to the people in the form of site visits and public hearings on controversial draft legislation outside of Parliament. Committees shall be provided with a set amount of funding based on submission of annual work plans. The Parliamentary Commission shall decide on how the funds shall be disbursed throughout the session of Parliament. Note: this activity differs from the travel fund for Sessional Committees to do Oversight visits mentioned above. Activities shall take the form of:

- Fund to pay for committee-based site visits and public hearings in Districts on controversial draft legislation

International Parliamentary Forums

Given that approximately half of the Members are new to Parliament, it is essential that they gain greater appreciation for regional and international issues affecting Uganda. Activities shall take the form of:

- A fund is to be established to allow new members and key staff to attend these events

Establishment of EALA Coordination Secretariat at Parliament

Parliament has allotted office space for Ugandan members of the East African Legislative Assembly (EALA) at Parliament. However, given the growing importance of coordination of national and regional legislative agendas, there is need to develop a secretariat to ensure that communication between EALA and the Parliament of Uganda is catered for. Activities shall take the form of:

- Funds allocated to hire staff and equip office

Strategic Objective Outcome 4: Increased Parliamentary Engagement Peace Making, Conflict Management and Resolution, and in Spreading Democratic Governance. Parliament Increases its engagement peace making, conflict management and resolution, and in spreading democratic governance.

Building Institutional Capacity of Parliamentary Fora

In order for economic development to be both sustainable and equitable, parliamentary groups representing a variety of Ugandans that are often left out of the development process need to be institutionalized into the legislative process. Activities to take form of:

- Development of communication strategies and funds to implement strategies
- Support for development of For a secretariats of these fora

Enhancing the Effectiveness of the Constituency Development Fund

In order for MPs to be able to contribute directly as well as indirectly (through the policy-making process) to national development, a series of workshops and seminars to brainstorm on how to improve the effectiveness of the Constituency Development Fund will be undertaken. . Activities shall take the form of:

- Series of workshops and seminars to brainstorm on how to improve the effectiveness of the Constituency Development Fund shall be undertaken.

Intended Output: Parliament is viewed by general public as a key-player in nation building, conflict resolution, and the development and democratic governance. Activities to support this output are:

Enhancing Parliament’s Role in Peace Making and Conflict Resolution

For Members of Parliament to become more actively engaged in peace making and conflict resolution, they require formal development of their capacities in negotiation, mitigation, enhancement of their power to influence the attitude and behavior of Executive branch and the personal motivation to take on the challenge.

Parliament is comprised of representatives from ethnically, regionally, and culturally diverse backgrounds. In order for this diverse group to agree on any piece of legislation or policy they need to learn and master the art of compromise. This makes the Parliament different from the executive branch, which is more hierarchical in structure and decision making; this arguably enables the executive branch better suited for waging war, while Parliaments are arguably more appropriate institutions to take the lead on peace making and conflict resolution. Activities shall take the form of:

- Training members interested in developing or enhancing their skills in these technical areas shall be supported over the course of the 8th Parliament.
- Support for relevant committees and AMANI forum staffed by persons skilled in peace-making, reconciliation and conflict resolution shall be a useful method to provide Parliament with the organizational capacity to work with the executive to help resolve the conflict in the North and to manage the post-conflict peace.

8. IMPLEMENTATION APPROACH ANND FRAMEWORK—MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS

The strategic approach for implementation of these objectives shall be to provide financial support to committees, departments and offices to enable them to realize their goals as detailed in this document. In addition, tailored workshops, seminars and conferences shall be designed to foster greater understanding and appreciation of the operating principles of a multi-party Parliament.

In order to simplify the PSIDP implementation framework, existing policy (Parliamentary Commission), management (Board of Management) and implementation (Parliamentary Donor Co-ordination Office -PDCO) units within Parliament's organizational structure shall be tasked with ensuring PSIDP is implemented as planned.

The Parliamentary Commission (or a subcommittee of the Commission) will have the responsibility to approve the goals and objectives of the revised PSIDP five-year plan; in addition it will review and approve the annual action (work) plans and maintain oversight of the resources contained in the basket fund.

The Board of Management (BoM) or a subcommittee of the BoM, shall supervise PDCO to ensure equitable (as approved by the Parliamentary Commission) distribution of PSIDP resources. The Board of Management will report quarterly to the Parliamentary Commission on the implementation status of PSIDP.

The PDCO shall be responsible for drafting annual work plans and presenting those plans to the BoM for approval. Once approved by the BoM, it shall forward it to the Parliamentary Commission for final approval.

The PDCO has the main responsibility for liaising with development partners and to provide day-to-day co-ordination of the approved PSIDP activities. PDCO shall plan and coordinate technical assistance activities with Committees, Departments, Offices and Other Groups; manage and account for basket fund resources; prepare reports and organize regular reviews with the Review Committee and development partners through the Parliamentary Donor Group.

For greater ownership of the PSIDP, there shall be an ad hoc Review Committee composed of all Chairpersons of Committees and Board of Management that will be responsible for reviewing progress of implementation of the plan biannually.

The Parliamentary Donor Group (PDG) is the main forum for coordination of donor investment in Parliament. It meets monthly to ensure coordination and to avoid overlap of investments in Parliament.

9. PERFORMANCE MONITORING AND EVALUATION

In order for there to be objective and useful monitoring and evaluation of the PSIDP's progress toward achieving its goals (Vision and Mission of Parliament), a separate, non-partisan and experienced [in monitoring governance support programs] organization is recommended to be contracted to do annual perception-based monitoring and evaluation reports. Perception based monitoring and evaluation reports can be useful to implementer and development partners alike, because they provide feedback from stakeholders that can help to guide corrective measures.

PDCO, representatives from the (PDG) and the Monitoring and Evaluation Organization selected to undertake the task shall jointly develop the parameters of the monitoring and evaluation to ensure they are fair, realistic and useful in determining the impact of investment in the plan.

In the next section (below), the revised PSIDP does offer some initial indicators that can serve to begin the discussions and debate on how implementation of the plan will be monitored and evaluated.