



BTC



**Ministry of Finance, Planning and
Economic Development**

RESULTS REPORT 2015

SUPPORT TO BENEFICIARY INSTITUTES TO THE SKILLS DEVELOPMENT OF THEIR HUMAN RESOURCES - SDHR (UGA 11 888 11)



ACRONYMS	3
1 INTERVENTION AT A GLANCE	5
1.1 INTERVENTION FORM	5
1.2 BUDGET EXECUTION	6
1.3 SELF-ASSESSMENT PERFORMANCE	7
1.3.1 Relevance	7
1.3.2 Effectiveness	7
1.3.3 Efficiency	8
1.3.4 Potential sustainability	8
1.4 CONCLUSIONS	10
2 RESULTS MONITORING	11
2.1 EVOLUTION OF THE CONTEXT	11
2.1.1 General context	11
2.1.2 Institutional context	12
2.1.3 Management context: execution modalities	13
2.1.4 Harmo context	15
2.2 PERFORMANCE OUTCOME	16
2.2.1 Progress of indicators	16
2.2.2 Analysis of progress made	16
2.2.3 Potential Impact	18
2.3 PERFORMANCE OUTPUT 1	20
2.3.1 Progress of indicators	20
2.3.2 Progress of main activities	20
2.3.3 Analysis of progress made	22
2.4 PERFORMANCE OUTPUT 2	26
2.4.1 Progress of indicators	26
2.4.2 Progress of main activities	26
2.4.3 Analysis of progress made	26
2.5 PERFORMANCE OUTPUT 3	28
2.5.1 Progress of indicators	28
2.5.2 Progress of main activities	28
2.5.3 Analysis of progress made	29
2.6 PERFORMANCE OUTPUT 4	30
2.6.1 Progress of indicators	30
2.6.2 Progress of main activities	30
2.6.3 Analysis of progress made	31
2.7 TRANSVERSAL THEMES	32
2.7.1 Gender	32
2.7.2 Environment	32
2.7.3 Other	33
2.8 RISK MANAGEMENT	34
3 STEERING AND LEARNING	49
3.1 STRATEGIC RE-ORIENTATIONS	49
3.2 RECOMMENDATIONS	49
3.3 LESSONS LEARNED	51
4 ANNEXES	52
4.1 QUALITY CRITERIA	52
4.2 DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	55
4.3 UPDATED LOGICAL FRAMEWORK	60
4.4 MORE RESULTS AT A GLANCE	66
4.5 "BUDGET VERSUS CURRENT (Y – M)" REPORT	66
4.6 COMMUNICATION RESOURCES	66

Acronyms

AMREF	African Medical and Research Foundation
BI	Beneficiary Organization
BO	Beneficiary Organisation
BSM	Backstopping Mission
BTC	Belgian Technical Cooperation, the Belgian development agency
CCT	Co-Coordination Team
CD	Capacity Development
CDM	Clean Development Mechanism: Capacity Development and Projects Support Project
CMO	Convention de mise en œuvre (Implementation Agreement)
DAMINO	BTC databank for scholarship management
DP	Development Partner
EST	Sectorial and Thematical Expertise Department at BTC Headquarters
EUR	Euro
FIT	Accounting System BTC
GIZ	Gesellschaft für Internationale Zusammenarbeit (German International Cooperation)
HQ	Headquarters
ICB	Institutional Capacity Building Project in planning, leadership and management in the Health sector -Project
IMSCC	Inter-Ministerial Standing Coordination Committee
ITA	International Technical Assistant
JLCB	Joint Local Consultative Body (= Project Steering Committee (PSC))
HR	Human Resource
HRD	Human Resource Development
M&E	Monitoring & Evaluation
MoESTS	Ministry of Education, Science, Technology and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
OD	Organisational Development
OPS	Operations Department at BTC Headquarters
PC	Project Coordinator
PCT	Project Coordination Team
PIT	Project Information Tool (BTC internal tool)
PNFP	Institutional Support for the Private-Non-For Profit - Project
PS	Permanent Secretary
PSC	Project Steering Committee
RESREP	Resident Representative BTC
ROI	Return On Investment
SDHR	Skills Development for Human Resources
SSU	Support to Skilling Uganda - Project

STC	Sectorial Technical Committee
TA	Technical Assistant
TFF	Technical and Financial File
TOR	Terms of Reference
TSP	Training Status Report
TTE	Teacher Training Education - Project
TC	Training Committee
VAT	Value-Added Tax

1 Intervention at a glance

1.1 Intervention form

Intervention title	Support to Beneficiary Institutes to the skills development of their human resources (SDHR)
Intervention code	UGA 11 888 11
Location	Uganda / National and specific regions /districts
Total budget	6.482.598 EUR
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Start date Specific Agreement	26 March 2014
Date intervention start /Opening steering committee	8 April 2014 (CMO) 27 May 2014 (PSC 0)
Planned end date of execution period	26 May 2019
End date Specific Agreement	25 March 2021
Target groups	Human Resources of selected beneficiary organisations in the health, education and environment sectors.
Impact¹	Improved service delivery of Ugandan institutes and organisations.
Outcome	Increased skills of human resources of selected beneficiary organisations in the health, education and environment sectors.
Outputs	(1) BOs are selected and strengthened to define objectives to improve their organisations.
	(2) BOs are strengthened to develop their HRD Plan linked to organisational performance goals.
	(3) Activities selected from the HRD Plan effectively implemented
	(4) Individual scholarships are managed.
Year covered by the report	2015

¹ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

1.2 Budget execution

	Budget	Expenditure		Balance	Disbursement rate at the end of year 2015
		Previous years (2014)	Year covered by report (2015)		
Total	6,482,598.00	376,029.77	757,816.52	5,348,751.71	17.5%
Output 1	270,000.00	936.74	84,490.25	184,573.01	31.6%
Output 2	180,000.00	0.00	7,551.24	172,448.76	4.2%
Output 3	3,099,690.00	832.99	279.34	3,098,577.67	0.0%
Output 4	1,097,022.00	214,279.95	458,222.18	424,519.87	61.3%
VAT Refund	0.00	0.00	12,234.22	-12,234.22	
Budget Reserve	327,466.00	0.00	0.00	327,466.00	0.0%
General Means	1,508,420.00	159,980.09	195,039.29	1,153,400.62	23.5%

**The project projected an execution rate of 20 % by the end of 2015.
An execution rate of 17.5% was reached upon closing accounting of December 2015.**

The difference between projected expenditure and actual expenditure relates to:

- Delays in presenting invoices (21.000 EUR) from framework contractor for services delivered between September and November, has led to a lower expenditure in Output 1. These invoices will be paid in Q1, 2016.
- Delay in invoicing by TTE-project related to shared workshop cost (11.000 EUR), has led to a lower expenditure in Output 1. This invoice will be paid in Q1, 2016.
- Delays in the implementation of Output 2 (see infra for causes).
- Exchange rate depreciation that took place in 2015. This especially led to lower expenditure in Output 4 (ongoing scholarships) since all scholarship contracts payments are made in Ugandan Shilling.
- Delay of entering December payments related to Output 4 (ongoing scholarships) in the projects accounting. Payments made in December—enter the accounting in January (delay due to the use of two accounting systems maintained by BTC).
- Delays in entering 2015 payments related to general means shared with representation.

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

The **Support to Beneficiary Institutes to the Skills Development of their Human Resources – Project (SDHR)** addresses the main problems related to skill gaps of HR in strategically selected beneficiary institutions and organizations, particularly in the priority sectors of the Belgian-Ugandan Bilateral Cooperation.

The project fits well in the national policy (with the National Training Policy being the core element) and the involvement of all partners (MOFPED, MoH, MoESTS, MoWE and MoPS), ensures a sound institutional framework. The intervention is highly relevant to the beneficiary organisations as there is hardly any budget for HRD while the capacity needs at individual and organisational level are enormous.

Through the development of a phased and integrated capacity development framework, Theory of Change, the baseline, M&E framework and M&E tools, the project has significantly improved its intervention logic. Results and indicators were, when needed, reoriented and risks and assumptions updated. The project now has a framework that inspires and orients its implementation.

1.3.2 Effectiveness

	Performance
Effectiveness	A

In terms of effectiveness the project expects full achievement of the outcome. Currently there are 48 beneficiary organisations. Of the 48 selected organisations, 17 moved to phase 2 in 2015 and 31 organisations are soon to join the same phase as they resubmitted their application after a support process. The project expects to enter the training phase (result 3 by July 2016).

Minor limitations to the outcomes might occur and will likely be related to the existence of basic conditions (infrastructure, equipment, staffing) needed for the HRD and training strategy to be effective. These risks are followed up at all phases of the capacity development framework.

Through the development of a phased and integrated capacity development framework, Theory of Change, the baseline, M&E framework and M&E tools, the project has proactively adopted strategies, activities and updated its risk analysis. This redesign has taken into account the actual development level of each organisation and should ensure adequate interventions and as such full achievement of the outcomes.

We can refer to the experiences gained through the organisational development services in phase 1. Although this step was rather innovative for most organisations, the project observed that this type of support was fundamental as it helped the organisations to analyse their own organisation and prioritise improvement areas as a basic condition for focussing human resource development.

1.3.3 Efficiency

	Performance
Efficiency	B

In 2015 the project evolved from its start-up phase to full implementation. Most inputs were available in reasonable time. Based on the phased and integrated capacity development framework, Theory of Change and the baseline a budget adjustment was realised. Improvement can be made at the level of speeding up procurement processes.

Most activities are on schedule. Delays exist in result area 2 and are related to evolutions in result area 1:

- More successful than expected in the First Call for Applications (37 applicants where we expected 20);
- Priority given to the resubmission support process as some ministries solicited fast-tracking to enable all organisations to move further at the same pace;
- The choice to procure the framework services for organisations development support (linked to result area 1) and for strategic training planning (linked to result area 2) in 2 separate processes.

These delays also affect the implementation of activities in result 3 (given the phased approach) but currently do not harm the delivery of outputs. Almost all major expected outputs (phased and integrated capacity development framework, calls for applications, support processes on organisational development, signing of Memorandums of Understanding, and ongoing contract management of individual scholarships) were delivered on time and in a way the demand-driven approach was guaranteed. There is room for improvement in terms of ensuring timely training provision (which implies timely procurement for training provision). The project will launch soon a major tender for training provision with various lots. The lots are defined based on the already available information through the improvement areas that will orient the HRD and training plans.

Reference needs to be made to the lean HR-set-up of the project. The nature of the project (providing human resource development and training which is labor intense), the reality of a wide diversity of beneficiary organisations because of the multisector characteristics, the fact that beneficiary organisations are spread out over the country (which has implications in terms of direct management but also if the tailor-made approach is to be sustained), and the fact that this project is piloting a new approach, puts the work load of the lean project team to the edge. So far the team has managed to cope with the work load (also through outsourcing core support processes) but taking into account that activity intensity will only grow and that outsourcing also comes with control, additional staffing needs consideration before quality and control are affected (putting the pilot at risk).

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

Financial/economic viability to maintain and reproduce the benefits of the SDHR in the long run, is not without problems. The main risk relates to the very low investment in HRD. This might imply that the project is reduced to a one stop HRD-intervention when continuous budget for HRD is not available for the selected beneficiary organisations. Other risks relate to national training policy and its implementation and retention of trained HR. Although the National Training Policy could play an important role in stimulating and regulating HRD in the public sector, it lacks a budget to be able to bring about change.

Nevertheless, the project estimates that the benefits of the project in terms of the contribution to improvements in organisations and in their service delivery will be maintained by the trained HR. This because the developed project approach takes into account the interdependency and interrelations of HRD and organisational development.


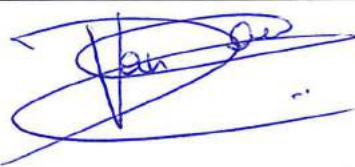
Additionally, synergy with other interventions (from the Ugandan-Belgian cooperation or/and other Development Partners) should cater for conditions that are outside the mandate and the sphere of control of the project and can therefore only be influenced in an indirect way. This conditions are for example efficient organizational structures, considerable financial and material resources, institutional environment for efficient operation.

The line-ministries and MoPS, all responsible for certain aspects of policy and enforcement of HRD-related aspects, have been generally supportive. A stronger involvement of the MoPS in the projects opens up a possibility to improve the national frameworks.

Although the intervention is located at the BTC representation,–it has strengthened its collaboration with the line-ministries through the establishment of the Co-Coordination Team and training of members of the Sectorial Technical Committees and Co-Coordination Team. This has enabled the teams in the ministries to know more about the project approach and it has now found a place in the HRD-divisions in the ministries and in the work of the training committees. The project will continue to invest in this coordination and training but realistically has to accept that the sustainability with regard to embedding its approach will depend finally on the available budgets for HRD.

1.4 Conclusions

- Relevance and effectiveness of the project have improved through the development of a phased and integrated capacity development framework, Theory of Change, the baseline, M&E framework and tools. All these processes have given the project a sound change-pathway and guidelines for further roll-out. This statement is proved by the evolutions we see in terms of progress of the beneficiary organisation through the different phases of the capacity development framework.
- Efficiency can further improve (especially in ensuring good implementation of framework contracts for organisational development, for HRD and training planning and training provision). This is expected to evolve in a positive way as the conditions are available and the foundations are laid. Attention needs to be given to staffing needs of the project to ensure that quality and control are not affected as the project activity intensifies.
- Financial/economic sustainability to maintain and reproduce the benefits of the SDHR in the long run, is not without problems. The project estimates that the benefits of the project in terms of the contribution of trained HR to improvements in organisations and in their service delivery can be maintained. Key to obtain that sustainability is a good implementation of the capacity development framework, exploration and realisation of synergy with other interventions (from the Ugandan-Belgian cooperation or other Development Partners) to cater for conditions that are outside the mandate and the sphere of control of the project. We also anticipate continuous support by the line-ministries and MoPS.

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2 Results Monitoring²

2.1 Evolution of the context

2.1.1 General context

Working on training and development of mainly public servants of selected organisations takes place in a specific context. **Training and development of staff of organisations is interlinked and interdependent with the other HR functions**, such as work organisation (job profiling), employment management (recruitment, personnel mobility and disengagement), performance management, compensation management, human resource planning, relations management (work climate, relations, welfare policy, ...). **And those strategies are linked to the organisation's strategy and that strategy is linked and dependant on a broader institutional setting/enabling environment (sector).**

There are various problems in the network of **interlinked and interdependent relations**:

- Organisations often do not have clarity on their objectives to improve their services.
- Organisations often do not have a good idea about what their staff needs to be able to perform.
- In a resource-low context and with limited HR capacity, many organisations struggle to balance their priorities with the priorities set at the broader institutional setting (sector).
- Training and development of staff is regulated by the national framework established through the National Training Policy. The implementation of that policy has become obsolete as there is hardly any budget for staff development. This puts the relevance of setting up structures (such as training committees), working on accreditation and even bonding schemes under serious pressure.
- Performance Management of staff is regulated by the Public Standing Orders. The implementation of performance management has proved to be a merely bureaucratic process (administrative requirement).
- Employment management and HR planning are driven solely by standards and wage bill, there is hardly room for local context.
- Most beneficiary organisations function in a very hierarchical system and often are at the lower levels of the system. We observed them receiving a lot of guidelines and process-related instructions but have noted also that quite often they do not receive feedback on what they deliver to higher levels.
- Training and development of staff need high level inter-sectoral and inter-professional dialogue. Although there are intentions to stimulate this dialogue (fe Skilling Uganda, IMSCC), there is still a way to go.

Many organisations are not in the driving seat for their human resource management. For quite a lot of HR functions (job profiling, employment management, performance management, compensation management and human resource planning) they are too dependent on decisions at higher levels in the hierarchy and have limited power to change. To make HRD effective, ideally the environment within the organisation and the environment wherein the organisation works need to be enabling. This currently is not the case and brings challenges to the project in terms of guaranteeing relevance, maintaining efficiency and effectiveness, and ultimately ensuring sustainability.

It is unlikely that the actual situation will change in the short or medium term as it implies a very comprehensive public sector reform.

² Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

2.1.2 Institutional context

The project's partner is the Ministry of Finance, Planning and Economic Development (MoFPED). The MoESTS, MoWE and MOH are involved as sector ministries responsible for the activities in the respective sectors. The project office is based at BTC representation. The selected ITA is the project coordinator.

Given the multisector set-up of the project institutional anchorage is to be guaranteed through other ways. In the original set-up of the project the following provisions were taken:

1. The Sectorial Technical Committees were planned as temporary project structures that should allow for ownership and objectivity in the appraisal of applications and HRD and Training Plans.
2. All involved line-ministries are represented in the Project Steering Committee to allow for "joint responsibility".
3. The deliberate choice for a focus on a group of selected beneficiary organisations should enable anchorage at their level.

This set-up has been maintained so far but some adaptations and innovations were introduced:

1. The **role of the STC was clarified** in the PSC of February 2015. The responsibility for selecting Beneficiary organisations was transferred to the line-ministries (Permanent Secretaries) and the responsibilities of the STC were more centred on the appraisal processes:
 - Assess the applications from the Beneficiary Institutes;
 - Appraise the quality of the organisational assessment and organizational needs from Beneficiary Institutions;
 - Appraise the quality of the strategic HRD & training plan from Beneficiary Institutions;
 - Confirm priorities in the training activities which will be financed by the project;
 - Participate in the development of principles of organizational HR development, unifying concepts and strategies on human resource development.
2. Secondly for the activities, the project needs to work more intensely with every ministry to ensure the link between the intervention and the ministries, involvement in the operational management and follow-up, take joint decisions on the implementation with the PCT, and ensure harmonization and capitalization with regard to technical support. To keep the appraisal processes as objective as possible and taking into account the rather high level nominees of the STC a **new structure was set-up called the Co-Coordination Team (approved by the PSC in February 2015)**. It meets on an ad hoc basis and looks especially into operational matters and technical approaches.
3. The project is now known in all line ministries and has been invited to participate in relevant **HR and HRD technical working groups** where ministries coordinate with **DP**. Where a **training committee** is established at ministerial level (in the framework of the National Training Policy) the project is invited although these meetings are not organised on a regular basis.

Some challenges remain:

- The project experienced in Q4 2015 some changes of appointed members (for STC and CCT) at the level of 2 ministries (MoH and MoESTS). New HR-members of MoH and MoESTS were introduced in the project but official appointment is still due.
- The availability of some appointed members to STC is limited. The project tries to organise the STC-meetings as efficient as possible in terms of time and tasks.

- The STC has also a responsibility to participate to the development of principles of organizational HR development, unifying concepts and strategies on human resource development. This might be too ambitious and better can be taken up by the CCT.
- The implementation of the National Training Policy that in theory is an important element of the institutional framework of the project experiences problems in its implementation. An important reason is that the policy is not really supported by a solid budget putting the relevance of established procedures and structures (such as training committees) under pressure.

Finally two important and positive changes are currently in development:

1. The MOH is integrating HRD and personnel management. Were both divisions resorted under different departments, they are soon to be integrated in 1 new HR-department. A commissioner for that department was appointed.
2. On the 4th of November 2014 the Permanent Secretary of the Ministry of Public Service sent a letter to the Chairperson of the SC of the SDHR Project. The letter contains a double request to the SDHR-project: clarifying the status of the MOPS in the project structures, and clarifying the specific areas of support to the MOPS by the project making reference to the development of policies, setting of procedures and practical tools regarding Human Resource Development. MoPS is already an active member in the Sectorial Technical Committees but will be invited to the next Steering Committee meeting (February 2016) from where further active involvement will be explored.

2.1.3 Management context: execution modalities

In the design of the Implementation Modalities, the TTF took the following positions with regard to execution:

1. The project is fully implemented under the “regie”-modality (BTC Direct Management). This means all administrative and financial processes follow Belgian law and BTC procedures.
2. Co-management was built-in through establishing sector technical committees to ensure maximum objectivity in the selection and monitoring of training and to empower and involve to the maximum the partner in the management and decision-making during the different phases of granting training.
3. Some elements of co-management were also taken into account for tender procedures and recruitment processes.
4. A lean project team with 1 ITA/project coordinator, 1 national TA, 1 accountant, 1 driver, 1 secretary and consultancy support for procurement.
5. The organisation of selection rounds (calls for applications). The original idea was to organize rounds every year, select a maximum of 5 BOs per call and support those selected during 2 years (the originally thinking projected 8 calls in the project's life cycle). The BOs that are not selected, could re-introduce their request for the next call. And BOs that are selected, can only introduce a new demand when the 2-years period for implementation has expired and on the condition that their implementation reports are presented on time to the PCT. Secondly each selection round was to have 2 steps: step 1 focussing on selection of BO and step 2 focussing on training proposals based on a HRD plan presented by a select BO.

This set-up was adapted and some innovations were introduced:

- With regard to the role of the STC, see the changes that were introduced (see 2.1.2.)
- With regard to selection of beneficiary organisations the selection of organisations was realised by the respective line-ministries.

- The **organisation of selection rounds (calls for applications) has been dramatically redesigned:**

- The idea of organising various open calls for applications (per year / 8 in total) selecting 5 organisations per call was abandoned. The main reason being that these continuous calls relate to the previous approach of call for individual scholarships and underestimates flagrantly the amount of work that comes with selecting each time 5 organisations (out of a preselected list of 1,237 organisations). Maintaining this approach would mean the PCT and the STC would have to spend continuously an awful lot of time on screening organisations applications and there would be a lot of demotivation on the side of the organisations (allowing selection of 5 would have as a consequence that not approved organisations have to re-apply ~~rather~~ frequently with a rather low chance for success). Also the original budget for this continuous selection was underestimated (12,000 EUR for the whole project life cycle, 1,500 EUR/call) and experiences in other countries have also pointed out problems related to this open calls for applications of organisations.

The project has changed the approach by:

- (1) Taking the selection of BOs out of the application and install the selection process as a 1-time separate process at the project's start. Secondly it has maintained the application process for selected organisations and redesigned is as a phase where readiness for change is assessed based on an organisational self-assessment and the definition of areas of organisational improvement.
- (2) Secondly the original approach started from 2 assumptions that proved not to be true based on the information gathered in the started up phase and the baseline process. The first assumption was that HRD plans are available and could be used in selection processes. The second assumption relates to the first and was that organisations have a good view on what they want to improve and how training can support that. These assumptions have proven not to be the case. Therefore the project developed a phased integrated capacity development framework where organisations go through 2 preparation steps (readiness for change and then HRD and Training Planning) before accessing training (step 3). For more details on the capacity development framework see 2.3.3.

This redesign, although it abandoned the continuous opening of calls, has enabled the project to (1) take into account the actual capacity of the selected organisations and build up a process to guarantee relevant training based on that capacity, (2) allow for a more sustained support of the selected organisations (needed because of the actual capacity), (3) optimize time-investment of project partners and PCT in temporary project structures, and (4) optimize time-investment of beneficiary organisations in terms of participating in applications. It should also be noted that selecting organisations only 1 time allows at later stages to organize trainings that are relevant for a group of organisations instead of repeating them at various points in time.

Finally reference needs to be made to the lean HR-set-up of the project. In February 2015, the PSC decided in to prolong the scholarship officer's contract until the end of 2016 and approved to continue afterwards with a training officer as a measure to resolve staffing issues.

However, the nature of the project (providing human resource development and training which is labor intensive), the reality of a wide diversity of beneficiary organisations because of the multisector characteristics, the fact that beneficiary organisations are spread out over

the country (which has implications in terms of direct management but also if the tailor-made approach is to be sustained), and the fact that this project is piloting a new approach, puts the work load of the lean project team to the edge. So far the team has managed to cope with the work load (also through outsourcing core support processes) but taking into account that activity intensity will only grow and that outsourcing also comes with control.

Additional staffing needs consideration for quality assurance and control (to avoid putting the pilot at risk). In the PSC-meetings of September 2015 and February 2016, the situation was brought up again and it was agreed that it should further be analyzed to see a possibility of adding one more staff (Training Officer):

2.1.4 Harmo context

As a multi-sectoral project, SDHR takes part in an ecosystem environment involving many partners in HRD and training. Securing cooperation for synergy, complementarity and access to minimal conditions for HRD in Beneficiary Organisations, is key. Therefore the project has set-up a coordination team with all the projects of the Belgian-Ugandan Development Cooperation as well as with other relevant Development Partners in the respective sectors.

Internally in BTC Uganda, the PCT participates in **Sector Portfolio Meetings** where coordination and synergy matters are discussed per sector. The PCT has taken the lead in setting-up and organising also **Technical Portfolio Meetings** where more technical discussions around coordination and synergy takes place. This coordination has already led to interesting value-adding ideas of the SDHR project to new projects developed in the framework of the Ugandan-Belgian Cooperation as follows:

- For the identification and formulation of projects related to Kaliro/Muni and Kabale/Mubende, data of the organisational self-assessment has been used in contextual analysis and baseline.
- For the Support to Skilling Uganda project, the MoESTS has asked SDHR to include 4 technical colleges on the list of selected Beneficiary organisations for the education sector. This allowed the project to collect very fast baseline data as these colleges. These were also invited to participate in the second Call for Applications.

Given that training and development of HR in Ugandan organisations is not only a focus of the SDHR project, **coordination with other relevant development partners (DP) has been established**. Ad-hoc communication and information exchange have taken place:

- In the Health Sector there is coordination with IntraHealth, Makerere Public School of Health, AMREF and Baylor. With IntraHealth the coordination relates to exchanging information on progress (performance management, HR-audit ...) and support to the Inter-Ministerial Standing Coordination Committee (IMSCC) for developing human resources of the health sector. With Makerere Public School of Health there was exchange with the District Capacity Building Project that did an assessment of the District Performance Monitoring Standards (DPMS). With Amref and Baylor there is exchange on the training programs that they provide.
- In the Environment Sector there is cooperation with GIZ/GFA Consulting Group that supports the MoWE capacity development in the framework of the Reform of the Urban Water Sector Support-project. SDHR was consulted in the framework of their baseline and M&E framework development and the capacity development approach of SDHR is currently being used by the project for supporting other departments of MoWE (supported by a consultancy from UNESCO-IHE).
- On the whole, the SDHR can built further on the capacity development toolbox.

2.2 Performance outcome



2.2.1 Progress of indicators

Outcome: Increased skills of human resources of selected beneficiary institutes in the health, education and environment sectors.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans)	n.a.	-	-	n.a.	n.a.
Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard to 3-5 improvement areas	n.a.	-	-	n.a.	n.a.

* n.a. = not applicable

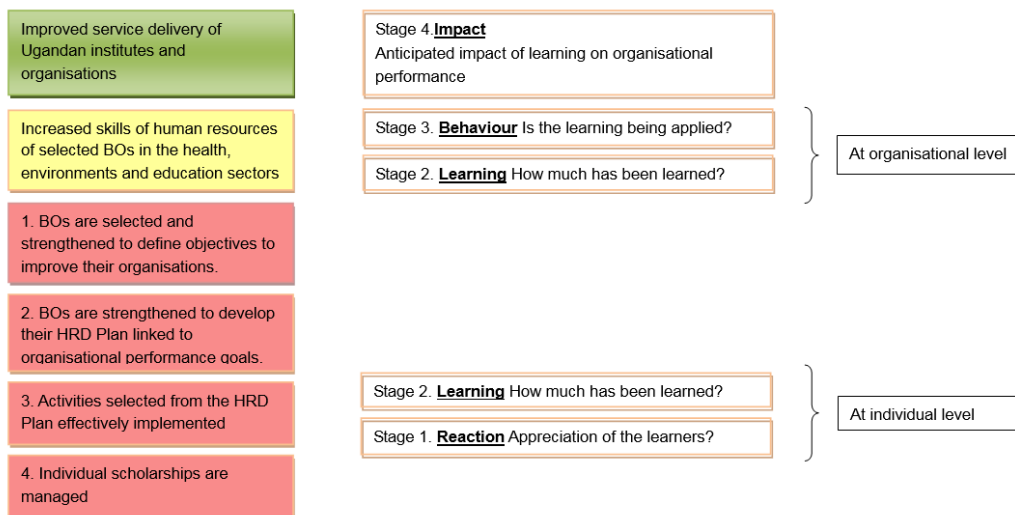
2.2.2 Analysis of progress made

In 2015 the project successfully started up after a phase where a lot of work was done on conceptualising its approach. This was needed as the project is piloting a new approach that was launched in the framework of a new strategy of reorientation of the previous scholarship approach. Although the new strategy and the TFF were instrumental, bringing it all to reality in a specific context demanded further strategizing.

This conceptual phase came to an end when the baseline and M&E framework were developed and the baseline report was finally approved by the PSC (Sept 2015).

The development of a phased integrated Capacity Development Framework combined with the data from the organisational self-assessments collected through the First Call for Applications enabled the project to reassess its result and M&E framework and establish a good baseline. As such the projects now has a sound strategy and Theory of Change that inspires and guides further implementation.

During this process the indicators of the outcome were assessed and the monitoring matrix redefined.



This redefinition brings the focus of the outcome to a verification at the organisational and application levels on how much has been learned.

The above-mentioned indicators replace the two indicators formulated in the TFF:

1. Number of staff (sex-disaggregated) of BI in the priority sectors whose performance in their organisation has improved
2. Number of BIs in the priority sectors which started with the effective rolling-out of their HR capacity development plan.

The information for the first indicator from the TFF was considered difficult to collect, since performance appraisals are (strictly) confidential. HR staff and management will nevertheless be asked to reflect on their level of satisfaction in terms on the skills gaps filled at the organisational level.

The second indicator will be monitored at the output level (output 3). At the outcome level, the link between skills gaps addressed and organisational improvement remains important management information for BO HR staff and BO management as well as for the team. Therefore, this will also be an important element in the BO satisfaction survey. The two revised indicators together should be seen as an operationalization of the original indicator 'effective rolling-out of HR capacity development plan'.

The revised indicators will capture the different steps in the change process. The approach has a logical sequence in line with the implementation strategy. It focuses on management information regarding what works and what doesn't. Alignment with sector monitoring (based on service delivery standards) has been sought, but is most relevant at impact level.

The outcome level indicators will be measured through a satisfaction questionnaire to be filled by each BO (see M&E Toolkit). This reflection exercise will be part of the end of support cycle reflection to be organised by the project. A baseline value is therefore not available at this point nor a value for 2015.

Progress

Based on the **application documents**, it becomes apparent that BOs are not systematically identifying their skills gaps and training needs at the moment. Only 30% reports in the application that they have an HRD and training plan in place. Out of these organisations, only 14% (5 out of 37 organisations!) were able to submit their actual HRD and training plan together with the application.

A general review of these HRD plans and other information provided in the applications led to the following conclusions:

- Very few identified organisations have a strategic plan or a business plan. This implies that there are very few organisations that have clearly defined organisational needs (the basis for a good HRD and training needs assessment).
- Training needs assessments and plans are barely available and when available they are not clearly linked to performance appraisal, job profiles or organisational needs. Only some kind of sector link can be observed. Also costing of training has not been well developed, and the suggested training is not sufficiently embedded in a development trajectory within the organisation. These elements imply serious quality risks in terms of guaranteeing that training will serve as a performance strengthening strategy.

Due to the low number of organisations who submitted their HRD plan and the above limitations of all plans, the quality of HRD plans was not taken as a selection criterion during the appraisal of applications. The quality of the HRD plans does however remain relevant to plan and target the different phases of support.

Finally, the available information does not allow capturing of the current skills levels and the gaps in a systematic, detailed way. Given the diversity among BOs (sector, size ...), the type of skills required will obviously be very different between organisations.

As a consequence, the project will assess the outcome through a generic satisfaction questionnaire to systematically track the outcome of the intervention as a whole. This generic approach offers an important reflection and learning opportunity for BOs and project staff and it is very cost-effective.

2.2.3 Potential Impact

Although it is not uncommon to exclude impact measurement from the regular monitoring system, the current set-up of the intervention allows for impact measurement. At impact level, the PCT wants to keep track of the progress made in terms of a) organisational strengthening and b) the influence of the intervention on improved service delivery. To do so, a combination between a quantitative and a more qualitative approach was chosen.

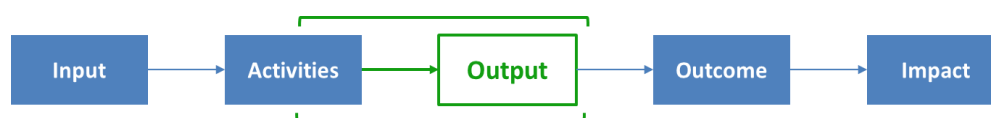
The organisational self-assessment process is a crucial element in the whole strategy and offers the opportunity to collect organisational assessment scores. The self-assessment process measures organisational performance through a number of key performance indicators and will therefore be the operational “translation” of the impact indicator mentioned in the TFF: *“Improved service delivery of selected Beneficiary Institutes measured by Performance Reports of BIs”*. The organisational assessment plays an important role in the whole application-selection-organisational strengthening process and is already part and parcel of the implementation process. This offers a unique, low-cost opportunity to collect quantitative data about how beneficiary organisations perceive their own evolution over time.

At the same time, this quantitative information will also have its limitations (inherent to a self-assessment) and does not necessarily result in “improved service delivery”. This is why evidence about improved service delivery will be collected separately. The second impact indicator in the TFF *“Improved service delivery of selected BI measured by the % of clients reporting improved service delivery of BI”* was considered to be very difficult to measure. This would require sampling in each client group of the 48 beneficiary organisations and would imply very labour-intensive research. At the same time, this level of satisfaction could be influenced by multiple other factors than the increased skills of human resources. The relevance of the indicator was therefore also considered to be too limited to justify such a labour-intensive data collection process.

Nevertheless, the link with the “improved service delivery” will not be lost. As an alternative, a more qualitative approach was selected in the form of collection of documented evidence of improved service delivery (examples, case-descriptions, etc). The approach used for this will be qualitative in nature. Information will be collected during a collective learning and reporting event with all BOs at the end of each support cycle.

In addition, the PCT remains aware of the existence of Service Delivery Standards in the respective sectors and is looking for ways to align with this mechanism of service delivery measurement.

2.3 Performance output 1



2.3.1 Progress of indicators

Output 1: BOs are selected and strengthened to define objectives to improve their organisations.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
1.1 Selection, application and appraisal methodology (incl. tools) in place and regularly updated.	Not in place	-	Method in place and updated per call	Start	Method in place and updated per call
1.2 Number of preselected BOs reviewed and updated	1237	-	48	20	44
1.3 Number of applications received per call	0	-	Call 1: 37 of 44 / Call 2 ongoing (for 11)	20	44 for all calls
1.4 STCs for each sector in place and functioning in line with quality criteria	Not in place	-	3 STC operational but 2 members have changed end of 2015.	3	Three STC's operational
1.5 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	-	17 organisations had a successful application (Call 1)	10	44
1.6 Level of satisfaction and confidence of Mgmt. and HRD staff related to defining org. dev. needs.	n.a.	-	-	-	80%

* n.a. = not applicable

2.3.2 Progress of main activities

Progress of <u>main</u> activities ³	Progress:			
	A	B	C	D
Establishment of STCs for each sector				
Assure appointment of the national party's HR to SC		X		
Adoption of R.O.I. (Internal Rules of Procedures) through the 3 rd SC meeting		X		
Update and examination of the organisational analysis of partner (STC)	FINALIZED IN 2014			
Introduction meetings with MoFPED, MoH, MoESTS, MoWE on status of Skill Development in HR in respective sector, project proposal, composition and role of STCs	FINALIZED IN 2014			

- ³
- A: The activities are ahead of schedule
 - B: The activities are on schedule
 - C: The activities are delayed, corrective measures are required.
 - D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

Bilateral contacts with all representatives nominated to be STC-members (assure appointment of the national party's HR to STCs)		X		
Collective internalization and conceptualization workshop for all members of STCs (explore validity of collective STC)		X		
Installation of 3 STCs through the 3 rd SC meeting		X		
Organize start-up training for STC		X		
Development of policy, strategy and set of tools				
STCs facilitate an analysis of principles, concepts of organizational HR development in the sectors (national and sample of BIs) and strategies and tools used	FINALIZED IN 2014			
Participatory identification of first concept and strategies of HR capacity development (organizational assessment and definition of organisational needs, HRD plan, training planning, ...)		X		
Development of first set of tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development		X		
Introduction and exchange workshops on first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development		X		
Adjusting and improving first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development			X	
Publication of first tools and guidelines for HR capacity development			X	
Train STC and CCT-members in Organisational Development and Change		X		
Update the OD-HRD capacity Framework	X			
Identification and selection of BO by the line ministries				
STCs present per sector a BO-selection proposal and a HR development strategy translated in a call scheme and focused on improved performance at the 3 rd SC meeting		X		
Invite by official request the sector ministries to select BOs (based on proposal of respective STC)		X		
Develop and sign Memorandum of Understanding with all BO		X		
BO are requested and supported to submit their organisational development plans				
STCs present per sector a BO-selection proposal and a HR development strategy translated in a call scheme and focused on improved performance at the 3 rd SC meeting		X		
Information session on organizational assessment and definition of organisational needs launch of FIRST CALL for selected BOs		X		
Selected BO submit their application (organisational assessment, needs ...).		X		
Appraisal of the applications by STC and validation by PS		X		
Support activities for non-approved based on application		X		
Selected BO resubmit their application.		X		
Appraisal of the resubmitted applications by STC and validation by PS			X	
Information session on organizational assessment and definition of organisational needs launch of SECOND CALL for selected BIs		X		
Selected BO submit their application (organisational assessment, needs ...).		X		
Appraisal of the applications by STC and validation by PS		X		
Support activities for non-approved based on application.		X		

2.3.3 Analysis of progress made

1. Establishment of STCs for each sector

Some adaptations to the original project structures were proposed to the Steering Committee in February 2015 and approved. More specifically for the Sectorial Technical Committees (STC), the responsibility for selection of beneficiary organisations was transferred to the line ministries. The STC's core function is now exclusively focused on the assessment of the applications from the Beneficiary Organisations and on the appraisal of the quality of the strategic HRD & training plan.

Also a new structure, a Co-Coordination Team (CCT), was introduced to ensure the link between the intervention and the ministries, to be closely involved in the operational management and follow-up of the intervention and to take joint operational decisions with the Project Coordination Team. The CCT serves as such as an inter-ministerial coordination between the different ministries. As planned CCT meetings took place on an ad hoc basis.

Sectorial Technical Committees

The Permanent Secretaries from the line ministries (MoH, MoESTS and MoWE), as well as from Public Service (MoPS) nominated members for the Sectorial Technical Committees (STCs) at the beginning of April 2015. An introduction workshop and the first STC-meetings (to introduce the application procedures and appraise the outcomes of the First Call for Applications respectively), were realised in May 2015.

In October 2015 a training on organisational development and change was organised together with TTE-project. The objective was to strengthen the understanding of the STC and CCT members as well as their appraisal capacity. Although the training itself was successful the goal was not realised as only 1 nominated STC/CCT member was present, all other nominated persons delegated to other staff members and 1 ministry was not present.

Due to changes of appointed members (for STC and CCT) at the level of 2 ministries (MoH and MoESTS) and the unavailability of the appointed members of MoWE, it was not possible to organise the planned second STC-meetings in December (for resubmissions of applications of the First Call for Applications). New HR-members of MoH and MoESTS were introduced in the project but official appointment is still due.

Involvement of MoPS

On the 4th of November 2014 the Permanent Secretary of the Ministry of Public Service sent a letter to the Chairperson of the SC of the SDHR Project. The letter contains a double request to the SDHR-project: clarifying the status of the MOPS in the project structures, and clarifying the specific areas of support to the MOPS by the project making reference to the development of policies, setting of procedures and developing practical tools regarding Human Resource Development.

MoPS is already an active member in the Sectorial Technical Committees but will be invited to the next Steering Committee meeting (February 2016) from where further active involvement will be explored.

2. Development of policy, strategy and HRD tools

A ***Phased Integrated Capacity Development Framework*** to facilitate effective project delivery was developed.

Phase 1 – Organisational readiness for change

All selected organisations enter in phase 1 where they are invited to apply. The purpose of this is to verify if the organisation is ready to start a process to improving its performance. In the application an organisation makes a self-assessment of its organisation, identifies areas of improvement and relevant skills gaps and motivates why it wants to embark on the change journey. Organisations are invited to apply through Calls for Applications and submit their application to the Sectorial Technical Committee.

It is the Committee that appraises the application and takes a decision of approval or non-approval. The decision is validated by the respective Permanent Secretaries. Approval implies that the organisation moves to phase 2, non-approval implies that the organisation receives additional support to improve its application (and so improve its readiness for change).

All instruments and tools for this phase were developed. Based on first experiences minor adjustments were realised. This process can still be improved to capitalise on the learning.

Phase 2 – Planning for change with a focus on Human Resource Development

An organisation that received approval and is ready for change, starts planning for that change by developing a HRD and Training Plan. This process comes with on-site training and off-site coaching and has as a result, a quality HRD and Training Plan that relates to the improvement goals of the organisation, is developed.

HRD and Training Plans are submitted to the Sectorial Technical Committee. It is the Committee that appraises the plan and takes a decision of approval or non-approval. The decision is validated by the respective Permanent Secretary.

Approval implies that the organisation moves to phase 3, non-approval implies that the organisation receives additional support to improve its training plan.

Instruments and tools for this phase are being development.

Phase 3 – Human Resource Development by implementing the HRD and Training Plan

Activities of the HRD and Training Plan will be organized and the effect on the organisation will be followed through Forward Agendas to ensure transfer of learning to the workplace.

Linked to the training delivery in Phase 3 the project observed that the national frameworks do not cover *accreditation of short courses*. Participants in these courses can only get a certificate of attendance or participation. The steering committee approved to carry out a situation analysis through a study or consultative workshop with relevant stakeholders in order to generate ideas on how best to handle the issue and recommended engaging a consultant, supervised by MoESTS and PCT. This process is delayed due to replacements of the HR commissioner in MoESTS and will be picked up again in 2016 since the position of Commissioner HR has been filled up.

3. Identification and selection of BO by the line ministries

During the selection of Beneficiary Organisations, a databank was developed to identify all preselected organisations. At the formulation, only preselected categories of organisations, the databank made clear how big the list is: 1237 organisations. By using filters (based on a valid criteria) the databank allowed for creation of selection scenarios that were presented to

the line ministries in January 2015. After careful deliberations, all involved line ministries announced officially their decision on the beneficiary organisations to be selected in their respective sectors. A total of 44 organisations was selected to enter the readiness for change phase (phase 1).

Based on the decision made in the first PSC of the SSU project (December 2015, the MoESTS officially requested the inclusion of 4 new beneficiary organisations (4 technical colleges).

Actual total selected organisations are now 48 (21 in the health sector, 21 in the education and 6 in the environment sector).

To establish a framework for the official partnership with the Beneficiary Organisation a proposal of **memorandum of understanding (MOU)** was developed and validated by all line-ministries and by the Solicitor General by 11 September 2015.

Actual signed MoUs = 37 (all organisations that applied in the first call for Applications, signed in 2 rounds).

4. BO are requested and supported to submit their organisational development plans

A **First Call for Application** was launched after the first 44 organisations were selected. Information sessions to explain and open the application procedure were organized in April 2015 in Kampala, Arua and Fort Portal. All the 44 selected organisations were present and informed on the project, its strategy and on the application process for project support.

Outcome of the First Call: by the 4th and 11th of May 2015, 17 out of 21 selected organisations from the Health Sector sent in an application, 14 out of 17 from the Education Sector and all 6 from the Environment Sector (total = 37 out of 44 = 84%).

In May 2015 all 3 STCs met and appraised the 37 applications. 7 out of 17 applications from the Health Sector were approved, 8 out of 17 from the Education Sector and 2 out of 6 from the Environment Sector (total = 17 out of 37 = 46%). At the end of June, the STC-proposed decisions on the applications were sent to the different Permanent Secretaries for ratification. This process took a long time. The validation of MoESTS was received on 16/07/2015, of MoWE on 14/07/2015 and of MoH on 24/07/2015.

17 organisations pass on to phase 2 (result 2 - development of an HRD and Training Plan for the skills related to the specific improvement areas the organisation has submitted in its application).

The **20 organisations that did not receive approval did not pass on to the next stage of support**. The procurement for this organizational development support was finalized and the framework contract was awarded to Ernst & Young (in consortium with BBB Consulting). For these organisations a workshop was organised (21st September) and were informed on project progress, the MoU principles and the next support steps related to the improvement of their application. The workshop was closed with signing of the MoUs.

In the last week of September the organisation-specific support started. All the 20 organisations received a full week of training and onsite support to improve their application for resubmission and reappraisal at a later stage. All the 20 organisations resubmitted their applications by the first week of December. Due to changes of appointed members (for STC) in 2 ministries (MoH and MoESTS) and the unavailability of the appointed members of MOWE, it was not possible to organise the STC-meetings in December.

On request of the PSC a **Second Call for Application** was launched in December. The 7 organisations that did not apply in the first call + the 4 new organisations were trained and coached to submit an application by January 21, 2016. All but one (Karagutu Health Center IV) have submitted.

2.4 Performance output 2

2.4.1 Progress of indicators

Output 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
2.1 Guidelines, incl. cross-cutting aspects, for HRD plan developed and approved by CCT	Not in place	-	Draft in place / framework contractors selected.	-	In place by End 2015
2.2 Number of BOs that have a fully-owned HR capacity development plan	n.a.	-	11 BOs mentioned a HRD-plan in their application, only 5 have actually been able to present it.	10	44
2.3 STCs for each sector assume their role of selection of HRD proposals	0	-	0	0	3 STC's selecting HRD proposals
2.4 Number of HRD Plans meeting quality criteria, incl. cross-cutting aspects, as indicated in the guidelines	0	-	Training planning processes started later than planned due to high number of applications in call 1	10	44
2.5 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD planning process	n.a.	-	-	-	80%

* n.a. = not applicable

2.4.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
Beneficiary Organizations are informed and prepared to submit their HR development and Training plan				
Information session on project, on support for HR and training plan			X	
Guidelines for HRD and training planning developed			X	
Support activities sessions			X	
Beneficiary Organizations are requested to submit their HR development and Training plans				
Selected BO submit their HRD and Training Plan.			X	
Appraisal of the HRD and Training Plan by STC and validation by PS			X	

2.4.3 Analysis of progress made

All organisations that received approval by the STC after participating in a Call for Applications are considered (enough) ready for change and will start planning for the

⁴ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

change by developing an HRD and Training Plan (phase 2 of the Capacity Development Framework). This process comes with on-site training and off-site coaching and has as a result, a quality HRD and Training Plan that relates to the improvement goals of the organisation will be developed. Originally the project imagined that organisations that already had an HRD and Training Planning, would be able to move faster to phase 3 (result 3) but this idea (10 plans already available) had to be abandoned as we have observed that (2) only very few organisations actually have been able to present a plan, and (2) the quality of the presented plans was very poor.

As for phase 1, organisations have to submit their own document (HRD and Training Plan) to the Sectorial Technical Committee. It is the Committee that appraises the plan and takes a decision of approval or non-approval. That decision is validated by the respective Permanent Secretary. Approval implies that the organisation moves to phase 3, non-approval implies that the organisation receives additional support to improve its plan.

After the First Call for Applications, 17 organisations received approval and entered phase 2. More organisations are expected to enter this phase in February as 20 organisations resubmitted their application in December 2015.

The procurement for framework services to develop strategic HRD-plans was set-up and bids received at the end of September. The framework contract to support strategic training planning was awarded in November to Ernst & Young (in consortium with BBB Consulting). The support process was launched in December. All the 17 organisations that did receive approval of their application, were informed through a workshop on project progress, the MoU and the support steps. The workshop was closed with a signing ceremony of MoUs.

The activities in this result area are delayed due to various reasons:

- The First Call of Applications was more successful than expected. 20 organisations were expected to submit an application, the number almost doubled the expectations and rose to 37. This high success rate had immediate implications on the workload of the PCT and STCs.
- With 20 applications receiving a non-approval and some ministries soliciting fast-tracking the resubmission support process to enable all organisations to move further at the same pace, the project team gave priority to the resubmission support process (Result area 1).
- As the project is piloting and developing a new approach to HRD, it is learning from and documenting the processes. The PCT made therefore a deliberate choice to procure the framework services for organisations development support (linked to result area 1) and for strategic training planning (linked to result area 2) in 2 separate processes. This has delayed the awarding of the training planning support services contract.

Corrective measures for the delays are in place as (1) the framework contract for support services is awarded and support can start, (2) fast-tracking has been realised between September and November 2015 (see result area 1).

2.5 Performance output 3

2.5.1 Progress of indicators

Output 3: Activities selected from the HRD Plan effectively implemented					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
3.1 Data bank of service providers, and relevant guidelines for training provision in place (incl. cross-cutting aspects).	Not in place	-	Loose databank information is available / guidelines drafted in strategy note	Not in place	Full databank in place
3.2 % of the selected activities from the HRD plans effectively implemented	n.a.	-	n.a.	n.a.	75%
3.3 Number of trainees (men, women)	0	-	tbd	tbd	tbd
3.4 Number of training activities organized addressing cross-cutting aspects	0	-	-	0	40 (at least one per BO)
3.5 % of trainings providing follow-up sessions	n.a.	-	-	0	80%
3.6 Level of satisfaction of participants with training	n.a.	-	0	2.7	3.25
3.7 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD implementation	n.a.	-	-	-	80%

* n.a. = not applicable

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁵	Progress:			
	A	B	C	D
Arrange training activities and training providers				
Identification and definition of training modalities and guidelines		X		
Identification of potential training providers per sector and theme (training databank)		X		
Training procurement			X	
Implementation of training activities				
Advice to BOs organizing training		X		
Financing training of BOs		X		
Monitoring and evaluation of training activities				
M&E introduction workshop		X		
M&E sessions per semester on training implementation with STC, CCT and BO		X		

- ⁵
- A: The activities are ahead of schedule
 - B: The activities are on schedule
 - C: The activities are delayed, corrective measures are required.
 - D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

M&E sessions on HRD implementation with BO Management and HR Staff		X		
Capitalize learning on training and skills development for HR		X		

2.5.3 Analysis of progress made

This Performance Area relates to Phase 3 of the Capacity Development Framework where the focus is on Human Resource Development by implementing the HRD and Training Plan. Originally this implementation was planned to start in 2015 but this target was adapted through the baseline process. For 2015 the focus of progress is linked to **setting-up the arrangements for training activities and training providers.**

An **identification and selection of training providers** per sector and theme was started-up through (1) a request to all line ministries to inform the project on their training providers, and (2) establishing a first inventory based on known providers and on an online search.

The idea was to develop a training databank through which at a later stage (when HRD and training plans are ready) smooth identification of training providers would be enabled and through that we could invite those identified providers through small tenders. Nevertheless the BTC-auditors advised the project in November to procure training provision through 1 big tender making the databank irrelevant.

The PCT is currently preparing that tender. Based on what is known already through the information of the applications (and more specific the areas of improvement indicated by each Beneficiary Organisations) lots will be defined. The procurement process needs conclusion by end of June 2016 as from that point onwards beneficiary organisations will start to have approved HRD and Training Plans.

Secondly the PCT made work of preparing the budgetary framework for the HRD and Training plans and through that also **defined the requirements and limits with regard to training modalities.**

Given the lack of basic ICT – skills at the level of many Beneficiary Organisations that was observed through the application round the PSC decided (Sept) to start already with **basic ICT-skill training.** A pre-needs assessment was realised with 37 organisations confirming the enormous needs. However procurement of this training has not been started up due to the auditor's suggestion to combine all training procurement in 1 tender (see above).

The **tools for monitoring and evaluation of training activities** were developed in the framework of the overall toolbox for the M&E.

Additionally all 48 Beneficiary Organisations were asked to present to the project a current staff list. This exercise will allow for:

- Approximate correct amount of potential staff that might benefit from the project
- Function groups that might benefit from the project
- Gender figures related to staffing
- Retention rates.

The idea is to update the data on a yearly basis and to use the data for monitoring purposes but also more pro-active to guide HRD and Training planning (for example gender friendly budgeting). The PCT has observed that many organisations did not have this documentation readily available.

Currently final staffing lists are available for 44 organisation and drafts from 4. Based on the data available the **potential beneficiaries within the 48 beneficiary organisations are 3,556 persons (44% women and 56% men).**

2.6 Performance output 4

2.6.1 Progress of indicators

Output 4: Individual scholarships are managed.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
4.1 Number of on-going scholarships finalised as programmed	198 ongoing	-	100	102	195 (4 still ongoing)
4.2 Number of obtained academic qualifications	n.a.	-	-	-	180 scholars
4.3 Number of scholars returned to the organisations after their studies	n.a.	-	-	-	160
4.4 Number of scholars working in their field of study	n.a.	-	-	-	160
4.5 Number of events for members organised	0	-	Postponed to beginning 2016	1	4 (1/year)
4.6 On-line survey on interest and needs of (potential) members completed	Not done	-	Survey conducted (with ongoing scholars)	Conduct 1st round	Survey conducted

2.6.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
<i>Follow-up of individual scholarships in the Health sector</i>				
Selection and awarding of new scholarships 2014 (1 st PSC)		X		
Contracting and follow-up new scholarships 2014		X		
Follow-up on-going scholarships approved until 2013		X		
<i>Follow-up of individual scholarships in the Education sector</i>				
Selection and awarding of new scholarships 2014 (1 st PSC)		X		
Follow-up on-going scholarships approved until 2013		X		
Follow-up on-going scholarships (multi sector) approved until 2013		X		
<i>Follow-up of individual scholarships in the Environment sector</i>				
Selection and awarding of new scholarships 2014 (1 st SC)		X		
Follow-up on-going scholarships approved until 2013		X		
<i>Implement Alumni activities</i>				
Collect information on interest and needs of alumni		X		
Organise alumni events			X	

- ⁶ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.6.3 Analysis of progress made

1. Follow-up of individual scholarships in the Health, Education and Environment Sector

As a measure to mitigate the risk of under spending in the first 3 quarters, the Steering Committee (May 2014) approved the BTC proposal to launch an extra Individual scholarship Programme of 1M Euros in 2014. A final list of 90 scholars was approved by the PSC (August 2014). Sector distribution: 31 Health, 45 Education, 14 Environment. Gender distribution: 62 male, 28 female. Of the 90 scholars, 89 scholars were finally contracted in Q4-2014.

Together with 109 remaining contract from previous calls, **a total of 198 ongoing individual scholarships were managed in 2015**. Semester and other payments were realised on time. **At the end of 2015, 100 contract remain ongoing, 98 were finalised**.

Follow-up visits were realised to both MUST, Kampala International University and both Lira and Gulu University to review and discuss academic progress reports, ensure progress reporting and crosscheck bonding status of individual scholars.

In the framework of the baseline process, bonding status of all 198 scholars was verified. The results of this verification process shows that 120 of the scholars are bonded (signed by either line-ministries or their other employers). The PCT will continue follow-up this situation although not for all scholars bonding can be guaranteed as some scholars work in organisations that lack a bonding system (fe private organisations ...).

2. Implement Alumni activities

First contacts were made with the working group behind the UgaBel Alumni Association to analyse ways to revive the initiative that was started in 2006 but never actually took off. Given the actual status of the association, its limited progress over the years and the rather limited budget available through the SDHR-project, the actual focus was changed through the baseline process to a more feasible approach being focussing on organising alumni activities.

A first activity was planned for Q4-2015 to be linked to the arrival of the new Belgian Ambassador. Given the delays in his appointment, the activity was postponed to 2016.

An online survey to consult the ongoing scholars on the need and interest with regard to alumni activities was develop and launched (closure in January 2016). 126 of the 198 ongoing scholars have responded so far (63%). The results of the survey will be published in 2016 and will serve as a basis to define the activities.

2.7 Transversal Themes

2.7.1 Gender

The project committed itself to have a specific attention for gender and more specific for **equal participation of women and men in HRD and training activities**. The following measures have been taken:

1. In the baseline process the attention for guaranteeing equal participation of women and men in the HRD and training activities was built in the **redefined indicators** through the indicator “3.3 Number of trainees (men, women)”. This obliges the project to monitor the participation of both women and men throughout the project.
2. The **principle of “ensure equality of opportunities and appropriate access” has been integrated in the Memorandum of Understanding (MoU) on Human Resource Development (HRD) & Training Support** that was signed between the Belgian Development Agency and each Beneficiary Organisation. In the MoU each beneficiary organisations also has engaged itself to facilitate equal access of women and men to learning opportunities.
3. The project also has made an inventory of the current staffing situation of all beneficiary organisations. This “**gender audit**” allows the project to have a good view on gender aspects related to staffing and also to follow up on the principle of equal opportunities. Based on the data available the potential beneficiaries within the 48 beneficiary organisations are 3,556 persons (44% women and 56% men).
4. The project has **integrated the attention for equal opportunities in the HRD and Training guidelines for the framework contractors** that will carry out the actual support processes with each BO. This can eventually also lead to a gender budget scan of the training plans.
5. The **specific needs of women with regard to the organisation and timing of training the project are taken into account**. More specific there will be attention in training planning for: duration, enabling environment (for example allow women to move with house helpers), and modality (focus on the job, online training, etc).

Given that gender-related aspects barely came out as training themes in the organisational assessments and identified improvement areas, the project is looking into a more **proactive position to address gender-specific issues per sector through the development of a training offer** (next to tailor-made, demand driven training linked to the identified improvement areas). This to ensure that the ambitions expressed in the *indicator “number of training activities organized addressing cross-cutting aspects”* is obtained more, this proactive approach seems necessary.

2.7.2 Environment

As the project's beneficiary organisations include departments of the MoWE, capacity development in terms of **strengthening national entities responsible for Climate Change, Forestry and Wetland Management** is integrated.

In the TFF specific attention to environment is focused on 4 areas: use of renewable energy, waste management, mobility (linked to transport to training) and awareness.

Some aspects came out as training themes in the organisational assessments and identified improvement areas (for example waste management at hospitals) and will receive attention in the further processes of HRD and training (planning).

However, given that environment-related aspects only come out very limited as training themes in the organisational assessments and identified improvement areas, the project is looking into a more **proactive position to address environment-specific issues per sector through the development of a training offer** (next to tailor-made demand driven training linked to the identified improvement areas). This to ensure that the ambitions expressed in the *indicator “number of training activities organized addressing cross-cutting aspects”* is obtained more, this proactive approach seems necessary.

In terms of mobility (linked to transport to training) so far the project has managed to **ensure as much as possible an on-site approach (what can be done nearby the organisation is done there)** thus limiting the push to organise training in venues in Kampala. Maintaining this approach will come with a challenge as it implies more movement of (limited available) project staff.

Secondly the use of public transport as means of transport towards training or project events is stimulated by limiting transport refunds to the costs related to the use of public transport. There is an exception for official cars but in the case an official car is used, the projects requests that as many people as legally and physically possible are transported by the official car.

2.7.3 Other

In the TFF specific attention to Children’s Rights and HIV/Aids is focused on the Health Sector.

Children’s Rights did not come out as a topic in the organisational assessments and identified improvement areas, HIV/Aids came out although very limited in some hospitals.

Therefore the project is looking into a more **proactive position to address these themes per sector through the development of a training offer** (next to tailor-made demand driven training linked to the identified improvement areas). This to ensure that the ambitions expressed in the *indicator “number of training activities organized addressing cross-cutting aspects”* is obtained more, this proactive approach seems necessary.

2.8 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
<p>IMPACT: Other structural problems (than skills gaps) hamper the development of Beneficiary Organisations and their service delivery. These structural problems are outside the sphere of control of the project.</p>	<p>TFF (2014) - adapted after baseline (2015)</p>	<p>DEV</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>The selection process must target organisations that have a minimum access to structural input/support (fe through government, other projects of BTC or other Development Partners).</p>	<p>PSC</p>	<p>Permanent</p>	<p>The first selection of beneficiary organisations took into account synergy with other BTC projects.</p>	<p>In progress</p>
						<p>Application processes must guarantee that eventual structural problems are identified so the STC can decide on not proceeding with the organisation.</p>	<p>PCT</p>	<p>Permanent</p>		
						<p>In case the structural problem is a lack of staffing, a long term training (classic scholarship) combined with bonding might be considered.</p>	<p>STC</p>	<p>Permanent</p>	<p>To be discussed in next PSC (beginning 2016)</p>	
						<p>Permanent coordination with other BTC projects and other Development Partners. Where needed synergy is to be established.</p>	<p>PCT</p>	<p>Permanent</p>	<p>Technical Portfolio Meetings are set-up. For the Health sector the initiative needs more push.</p>	
						<p>Coordination with other actors that focus on sustainable improvements of HRD in organisations. Where needed synergy is to be established.</p>	<p>PCT</p>	<p>Permanent</p>	<p>Coordination ongoing with Development partners in Health and Environment sectors</p>	
<p>IMPACT: Managers of Beneficiary Organisations are not convinced of</p>	<p>Baseline (2015)</p>	<p>DEV</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>Involve (top) management in the application and training processes (output level)</p>	<p>PCT</p>	<p>Permanent</p>	<p>Realized through first call for applications and the ODS process but needs permanent attention as involvement continues to be low.</p>	<p>In progress</p>

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
the return on investment of development of their staff.						Involve (top) management in the monitoring and evaluation of training processes (output level)	PCT	Permanent	Planned for in M&E Framework and tools.	
<p>OUTCOME: Increased skills of HR do not lead automatically to improvements in the organisational performance because other conditions such as the availability of resources (such as equipment, materials and infrastructure) are not met, or because the organisation is not able to retain its trained staff.</p>	TFF (2014) - adapted after baseline (2015)	DEV	Low	Medium	Low Risk	In the processes retention of personnel is verified. If high staff turnover is a fact, the STC has to decide on the relevance and feasibility of investment in HRD.	STC	Permanent	In the organisational self-assessments a specific assessment topic focused on recruitment, motivation and retention of staff	In progress
						In the process of defining the areas of organisational improvement, the relevance of an HRD strategy and the necessary conditions for the success for a HRD strategy are verified. If the conditions cannot be met, the STC has to decide on the relevance and feasibility of investment in HRD.	STC	Permanent	In the definition of the areas for organisational improvement a specific question focuses on conditions for HRD-success. In the support processes on organisational development again attention for the issue is raised.	
						A bonding system is put in place for long term training (as foreseen in the national training policy)	PCT	Permanent	Ongoing for scholarships but needs further follow-up and needs additional attention in new training proposals	
						Permanent coordination with other BTC projects and other Development Partners. Where needed synergy is to be established	PCT / RESREP	Permanent	The project has established technical portfolio meetings with TTE- and SSU-project, with other BTC-projects in the Health Sector a more structural dialogue is needed. There is still a general tendency to see the SDHR-project to much as a stand-alone project while a vision on the project as more	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
									transversal and supportive to the sector projects is likely to be more effective.	
						Coordination with other actors that focus on sustainable improvements of HRD in organisations. Where needed synergy is to be established	PCT	Permanent	For the environment sector contacts are ongoing with GiZ. For the health sector contacts are established with Intrahealth, Amref, Makerere Public School of Health and Baylor Uganda.	
						Small provision of equipment might be considered (provided for in TFF).	PSC	Jan-16	To be discussed in next PSC (beginning 2016)	
OUTCOME: Employees of the Beneficiary Organisation do not transfer the acquired skills to the workplace.	Baseline (May 2015)	DEV	Medium	Medium	Medium Risk	Training will be developed as training trajectories. In such a trajectory there is a provision for a coaching period after every training.	PCT	Permanent	Draft note for training process design.	In progress
						As a HR-way of partnering with the organisations, specific skills and behaviours that target participants need to demonstrate after the training will be identified. These expectations will be made clear with the training	PCT	Permanent	Draft note for training process design.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						providers and they will be asked to customize their training designs to meet these expectations.				
						HR and/or Training Providers shall give a thorough briefing to concerned managers about the training so managers can better appreciate the content of the course and how they can support the demonstration of desired behaviours and performance.	PCT	Permanent	Draft note for training process design.	
						Each participant is required to complete and submit to their managers a training completion report that we shall call a "Forward Agenda." This report contains a participant's commitment to identify an opportunity to apply the learning at work, and then later report the result to the manager. It is the responsibility of the manager to demand the completion of the said report to motivate the participant to demonstrate the desired behaviours	PCT	Permanent	Draft note for training process design.	
						A specific M&E framework to follow up the transfer of learning to the workplace will be developed.	PCT	May-15	Realized.	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 1: The selected BO do not correspond with the priorities of the sector	TFF (2014)	OPS	Low	Low	Low Risk	BO will be selected based on criteria, jointly developed by MoH, MoESTS, MoWE, MoPS and BTC based on previous experiences and lessons learned.	PC	Feb-15	A databank of preselected BO was developed to facilitate the selection process. All selected BOs correspond with the sector priorities.	Terminated
OUTPUT 1: (Top) management within Beneficiary Organisations may not be motivated to make improvements in their organisations and/ or are not sufficiently capable to complete the application documents up to a reasonable standard.	TFF (2014) - reformulated in Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For eventual lack of motivation, the project counts on a strategy of involving management at all stages of the project	PC	Permanent	Management are permanently invited in all processes. However their availability is not always optimal.	In progress
						For eventual intentional maintaining of focus on individual needs, the application process for BO limits to a certain point the focus on only individual needs.	PCT	Permanent	Application process and instruments focus on areas of change/improvement for the organisation. Also training planning will continue stressing this focus.	
						For not understanding or not capable to complete the application the project provides specific support services. Understanding and experience with the HR capacity development approach are not taken as a condition, rather the project sees it also as capacity development to strengthen the understanding and experience with the HR capacity development	PCT	Permanent	The application process is designed to have a good insight in the understanding and experience of beneficiary organisations with organisational development and HRD. In the support processes on organisational development again attention for the issue is raised. It will be raised again in the training	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						approach.			planning phase.	
						Specific training for managers	STC	Dec-16	Management involvement keeps on being rather limited. A specific initiative (through training / communication is needed)	
OUTPUT 1: The needs put forward by BO have only limited impact on their performance.	TFF (2014)	DEV	Medium	Low	Low Risk	Application process and instruments designed to ensure link with organisational change/improvement.	PCT	May-15	In the support processes on organisational development again attention for the issue was raised. This attention will be integrated again in the training planning phase.	Terminated
OUTPUT 1: STC members are not capable enough nor committed to appraise technical as well as organisational aspects of	Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For capacity gaps, introduction and training is provided.	PCT	Permanent	A specific training on organisational development and change for STC and CCT members was realised in October. Participation was not optimal. In November also 2 STC-members and 2 CCT-members were replaced.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
BO's.						For commitment, processes are designed to facilitate time-investment. Where needed other arrangements can be foreseen.	PCT	Permanent		
OUTPUT 1: The project coordinator has to prepare the selection of BO and judge the applications of the BO and can therefore be in a difficult position.	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	The selection of BO is done by the line ministries and confirmed by the PSC.	PSC	Feb-15	Last 11 applications are currently been submitted and will be assessed in February	In progress
						The appraisal of the applications of BO is done by STCs where the PC is only one member. Decisions are taken in consensus and validated by the PS. The STC is preferably also not chaired by the PC.	STC	Feb-16		
OUTPUT 1: The provision for delivering for delivering good quality organisational development services is limited	Baseline (May 2015)	OPS	Low	Medium	Low Risk	Services for organisational development services to beneficiary organisations were procured. To guarantee quality tender follows a negotiated procedure and the tender was broadly published.	PCT	Jul-15	Framework Contract for Organisational Development Services was awarded to Ernst&Young	Terminated
OUTPUT 1: Validation process of decisions of the Sectorial Technical Committee by Permanent Secretaries of the line-ministries is	PSC IV	OPS	Medium	Medium	Medium Risk	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action. If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	PSC	Jan-25		New

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
time-consuming.										
OUTPUT 2: Beneficiary organisations are not interested in new HRD and training modalities and prefer long-term training for improving personal qualifications.	TFF (2014)	OPS	Low	Low	Low Risk	All relevant stakeholders are informed on the approach adopted for human resource development and the necessity to link it to organisational development	PCT	Permanent		In progress
						Beneficiary organisation make their own training planning based on their objectives and the best training modality to contribute to the objectives (considering costs for long-term versus short-term training).	BO	Jul-16		
OUTPUT 2: STC members are not capable enough nor committed to appraise HRD and training plans of BO's.	Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For capacity gaps, training is to be foreseen.	PCT	Permanent		In progress
						For commitment, processes are designed to facilitate time-investment. Where needed other arrangements can be foreseen?	PCT	Dec-16		
OUTPUT 2: The project coordinator has to appraise HRD and training planning and can therefore	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	The appraisal of the training plans of BOs is done by STCs where the PC is only one member. Decision are taken in consensus. The STC is preferably also not chaired by the PC.	STC	Permanent		In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
be in a difficult position during the appraisal process.										
OUTPUT 2: Validation process of decisions of the Sectorial Technical Committee by Permanent Secretaries of the line-ministries is time-consuming.	PSC IV	OPS	Medium	Medium	Medium Risk	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action. If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	PSC	Jan-17		New
OUTPUT 2: The provision for delivering good quality HRD services is limited	Baseline (May 2015)	OPS	Low	Medium	Low Risk	As the capacity of the project team is limited, additional contracting of a service provider is needed for HRD services to beneficiary organisations. To guarantee quality tender follows a negotiated procedure and the tender was broadly published.	PCT	Aug-15	Framework Contract for Strategic Training Planning Services was also awarded to Ernst&Young	In progress
OUTPUT 3: Low quality of trainings as the capacity of local providers is limited. For some trainings no providers are available in	TFF (2014)	OPS	Medium	Medium	Medium Risk	A databank for training providers is to be developed. In the databank a system for quality control and feedback need to be build-in. Feedback can come from earlier clients of the providers or from the evaluation of trainings delivered in the project (as such creating a feedback loop between training evaluation	PC	Aug-15	Idea of a training databank has changed based on inputs of Auditors (they propose an immediate tender for training provision per lots)	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Uganda.						and future procurement).				
						Very careful procurement of training and very deliberate choice for the HRD modality (does not have to be always training)	PCT	Sep-15		
						All training provision is evaluated.	PCT	Permanent		
						If low performance would appear to be a very big problem a training for trainers might be set-up.	PCT	Permanent		
						If local provision of certain training is problematic, regional or international providers can be engaged.	PCT	Permanent		
						Eventually support can be provided to strengthen local training providers	STC			
OUTPUT 3: Using project funding for other purposes than intended (special attention to ensure that not too much budget goes into	TFF (2014)	FIN	Low	Low	Low Risk	In the information sessions for beneficiary organisations it has to be clearly motivated that the more is spent on allowances, less is spent on HRD.	PCT	May-15	Arrangements made through a Memorandum of Understanding. MoU with 37 Beneficiary organisations were signed.	In progress
						In the different support processes checks and balances should be built in to ensure proper project funding.	PCT	Permanent		

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
allowances)										
OUTPUT 3: Overlap of training activities with activities of other DP	TFF (2014)	OPS	Low	Medium	Low Risk	The intervention will inform actively other DP involved in the sector and mechanisms for harmonization will be requested, where needed.	PC	Permanent	First coordination meetings with most important DP are organized (Intrahealth, Amref, GIZ)	In progress
						HR departments of the ministries will be closely involved in the cross-check of activities.	STC	Permanent		
						Verification with BO on other existing support for their HRD	PCT	Permanent	Verification was built-in in the application instruments	
OUTPUT 3: Overlap of training activities with activities of other interventions of Belgian cooperation	TFF (2014)	OPS	Low	Medium	Low Risk	The intervention will be in regular contact with other interventions via portfolio meetings and take an active role in informing and consulting the other interventions.	RESREP	Permanent	Technical Portfolio Meetings are set-up. For the Health sector the initiative needs more push.	In progress
OUTPUT 3: There is a risk of an overflow of donor engagement (assistance and investment) for some organisations as compared to their absorption capacity	TFF (2014)	OPS	Low	Medium	Low Risk	The application process must guarantee that absorption capacity is taken into account to define tailor-made support. Where absorption capacity is limited support needs to be adapted.	PC	May-15	In the application process the involvement of other projects/donors was mapped.	In progress
						Coordination with other Development Partners is to prevent overflow and/or to ensure feasible demand-driven support.	PC	Permanent	In the selection process for the environment sector donor coordination has led to division of labour arrangements (with GiZ).	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: The project coordinator has to prepare trainings and select training provider and can therefore be in a difficult position.	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	Training will be procured based on the outcomes of HRD planning support processes provided by consultants.	PCT	Permanent		In progress
OUTPUT 3: Staff of Beneficiary Organisations are not motivated to learn and improve their performance	Baseline (May 2015)	OPS	Low	Low	Low Risk	The project commits itself to strive for equal access and maximal opportunities of all BO staff.	PCT	Permanent	Through mobilisation workshops broader involvement of staff in the process is targeted. The principles of equal access and maximal opportunities are withheld in the MoUs.	In progress
OUTPUT 3: The results of training are difficult to measure	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	Specific attention is built in to focus training on its contribution to organisational development. By designing outcome and impact indicators linked to concrete performance gaps, the result of training can be assessed.	PCT	May-15	Support by BSM MDF	In progress
						Specific attention will be built in to design training trajectories to ensure transfer of skills to the workplace	PC	Jul-15		
						A specific M&E framework for training will be developed.	PC	Jun-15	Support by BSM MDF	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
GENERAL: Limited ownership of MoH, MoESTS, MoWE as the intervention is not anchored in a specific ministry	TFF (2014)	OPS	Medium	Medium	Medium Risk	A Co-Coordination-Team ensures follow-up of the intervention and will guide inter-ministerial coordination.	PSC	Mar-15	A Co-Coordination Team (Chairs of STC) is set-up. Participation of MoH continues to be limited and 2 of the 3 members were replaced in December 2015.	In progress
						Regular updates on progress per email send to CCT-members	PC	Permanent	Every 2 months an overview of progress related to the work plan is communicated	
GENERAL: Staff members of MoH, MoESTS, MoWE and BTC designated to the intervention may not have sufficient time available for implementing the activities.	TFF (2014)	OPS	Medium	Medium	Medium Risk	Meetings, as well as requests for feedback will be organized in an efficient and effective way.	PCT	Permanent	All activities are well prepared to ensure a maximum of participation in a minimum of available time. The project is able to engage the ministries but invests a lot of time in that.	In progress
						Through interventions by the PSC, the project intends to ensure commitment by engaging the right + not always same persons from the ministries to participate in all project structures (CCT, STC, PSC)	PC	Permanent	The ministries nominated different persons to the STC than to the CCT (4 replacements end of 2015) / Special attention has to go to the process of delegation of personnel when the right person cannot attend. Participation of MoH continues to be limited.	
GENERAL: Low interest of Uganda's partners for some	TFF (2014)	OPS	Low	Low	Low Risk	Design of the intervention in response to interest expressed by stakeholders met during the formulation mission	PSC	Permanent	Realized.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
components of the project						High level of flexibility of the intervention design allowing to adapt to evolving policies, needs and demand	PCT and STC	Permanent	Ongoing.	
						Application process allows for demonstrating interest (or not)	PCT	Permanent	37 out of 44 organisations applied in the first call. 7 organisations + 4 new ones are currently applying in the second call.	
						Alignment with existing HR development policies and support provided to facilitate their implementation	PCT	Permanent	PSC decided to take an initiative to invite Ministry of Public Service again. MoPS were also invited and participated in STC/CCT-training in Nov. 2015. MoPS has formally requested to be more involved in the project	
						HR-departments of MoH, MoESTS, MoWE are selected as beneficiary, so the project has for them also a benefit and is not just extra work.	PSC	May-15	The HR and Training departments of MoESTS and MoWE have applied. MoH did not but is invited again in the second call for applications and has already prepared a draft application.	
GENERAL: Lean HR-set-up of the project limits projects capacity to ensure proper training	PSC IV	OPS	Medium	Medium	Medium Risk	Develop a strategy note on the situation and present to next PSC	PC	Jan-15		New
						Ensure 100% availability of Financial and Administration Officer (transfer of his responsibilities with regard to StudyFund, HHSP and VAT)	ResRep	Jan-15	Realised	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Risk Category	Probability	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
arrangements and quality control of training and support processes.						Ensure 100% availability of Scholarship Officer (transfer of her responsibilities with regard to Junior Assistants)	ResRep	Jan-15	Realised	
GENERAL: Overall training budget of the project might be too high (for only short term training) taking into account the amount of staff of the selected organisations and their availability in time	PSC IV	OPS	Medium	Medium	Medium Risk	Develop a strategy note on the situation and present to next PSC	PC	Jan-15		New

3 Steering and Learning

3.1 Strategic re-orientations

The following strategic reorientations were made so far:

1. **Redesign of the result areas and update of the indicators** (for more information see details described under performance outcome and outputs, as well as the updated logical framework (4.3.))
2. The **organisation of selection rounds (calls for applications) has been dramatically redesigned and a phased integrated capacity development framework was developed** (for more information details described under 2.1.3. execution modalities and description under performance output 1).
3. The role of the STC was clarified. The responsibility for **selecting Beneficiary organisations was transferred to the line-ministries** (Permanent Secretaries) and the responsibilities of the **STC were more centred on the appraisal processes** (for more information see details described under 2.1.2. Institutional context and 2.1.3. execution modalities and description under performance output 1).
4. A **Co-Coordination Team was put in place** to ensure the link between the intervention and the ministries, to ensure involvement in the operational management and follow-up, take joint decisions on the implementation with the PCT, and ensure harmonization and capitalization with regard to technical support (for more information see details described under 2.1.2. Institutional context and 2.1.3. execution modalities and description under performance output 1).
5. So far the team has managed to cope with the work load (also through outsourcing core support processes) but taking into account that activity intensity will only grow and that outsourcing also comes with control, **additional staffing needs consideration** before quality and control are affected (putting the pilot unnecessary at risk). **First measures were taken in 2015**. The PSC decided in February 2015 to prolong the scholarship officer's contract until end 2016 and approved to continue afterwards with a training officer. In the PSC-meeting of September 2015 the situation was brought up again and it was agreed to analyze the situation again in the meeting of February 2016.
6. The PCT has taken the lead in setting-up and organising also **Technical Portfolio Meetings** per sector where more technical discussions around coordination and synergy take place. This coordination has led to interesting value-adding of SDHR to new projects developed in the framework of the Ugandan-Belgian Cooperation.

3.2 Recommendations

The following decisions of the PSC are ongoing and serve as recommendations:

Decision	Action			Follow-up
Decision	Action(s)	Resp.	Deadline	Progress
Start-up with a limited set of maximum 40 organizations - SC 3 (13th February 2015)	Monitor the number of beneficiary organisations to ensure sufficient impact	PSC	31/12/2015	In Progress. MoESTS added 4 beneficiary organisations
Start-up with a co-ordination team - SC 3 (13th February 2015)	Ministries to nominate CCT-members	MIN	Not specified	Was finalized but 2 members have been replaced end of 2015.

Decision	Action			Follow-up
Decision	Action(s)	Resp.	Deadline	Progress
Approval of update of HR-planning - SC 3 (13th February 2015)	Extension of the scholarships officer until end 2016	PCT	Not specified	Finalized
	Transition of the scholarship officer to training officer (through recruitment)	PCT	Q3 2016	In progress
	Organize the procurement support within BTC office in the meantime was approved	PCT	Not specified	Finalized
Ensure maximum efficiency and delivery of the project - SC 4 (28th September 2015)	Monitor the performance of the current team and revert to the Steering committee for advise should there be urgent need to enhance its performance	PC	01/01/2016	In progress
Ensure use of the available training budget - SC 4 (28th September 2015)	Develop a strategy note on the situation	PC	01/01/2016	
Ensure efficient and effective approval processes by line ministries - SC 4 (28th September 2015)	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action.	PC	not specified	
	If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	MOFPED	not specified	
2nd Call for Applications - SC 4 (28th September 2015)	Organise the call	PCT	31/12/2015	Second call will close on 21st of January 2016
Basic ICT-skills for Beneficiary Organisations - SC 4 (28th September 2015)	Start with a ICT-basic skills-training programme for relevant cadres in all beneficiary organisations	PCT	not specified	Pre-assessment realised. High number of employees identified. Currently drafting tender for ICT assessment and training.
Explore accreditation of short courses - SC 4 (28th September 2015)	Draft Terms of Reference	PCT	not specified	MoESTS responsible person has changed
	Approve Terms of Reference	MOFPED	not specified	
	Engage a consultant, supervised by MoESTS and PCT	PCT / MOESTS	not specified	MoESTS responsible person has changed
Approval of update of HR-planning - SC 4 (28th September 2015)	Ensure project accountant is 100% on the project	Resrep	01/01/2016	
	Arrangements to formalize attachment of the Regional Financial and Administrative Officer (mr. Hannes Decraene) to the project team with 5-10% of his time until the end of the project	Resrep	01/01/2016	

Additional recommendations:

- Timely procurement of training provision (by the PCT in Q1 & Q2 – 2016)
- Continuous effort to embed the project in HRD-structures and processes (by the PCT, continuously)

3.3 Lessons Learned

Lessons learned	Target audience
1. The organisation of selection rounds (calls for applications) has been dramatically redesigned and a phased integrated capacity development framework was developed.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
2. The organisational assessment and improvement areas (phase 1) enabled the project to collect in an efficient way sound information useful for project M&E and implementation. It also has proven to be an important step in ensuring that training provision has a relevant basis.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
3. Synergy was treated in the TFF in a classic way (summing up existing other initiatives (Belgian and others). If this new style project is to be part of a sector portfolio approach more work can be done at the level of integration of initiatives with the aim to enhance outcomes and impact. The project has installed technical portfolio meetings to stimulate coordination.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
4. Any HRD and training intervention needs to be embedded in an organisational and institutional setting for it to be relevant. This was assumed in the project design but the assumption was not reality and more was needed to ensure that HRD and training are connected to the organisational needs.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
5. For an HRD and training intervention to be effective sufficient attention needs to go to the other conditions that are needed so that staff are able to transfer their skills to the workplace (minimal conditions with respect to infrastructure, equipment ...). The project has limited resources to guarantee these conditions and counts on synergy with other projects (from BTC and other DPs)	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
6. When defining the HR-set-up of the project the following factors should be taken into account: the nature of the project (providing human resource development and training which is per definition labour intense), the reality of a wide diversity of beneficiary organisations because of the multisector characteristics, the fact that beneficiary organisations are spread out over the country (which has implications in terms of direct management but also if the tailor-made approach is to be sustained), the fact that this project is piloting a new approach, the fact that capacity development requires specific expertise. So far the team has managed to cope with the work load. The strategy for this is outsourcing core support processes. But there are limits to outsourcing, outsourcing also implies other tasks for the PCT (control) and outsourcing core functions of the project also implies that sometimes service providers are more connected to the beneficiary organisations than the PCT.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)

4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
	X			
1.1 What is the present level of relevance of the intervention?				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
		X		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
B	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		
2.2 How well is the implementation of activities managed?				
	A	Activities implemented on schedule		
X	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs		

	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
X	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N

In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D

Assessment EFFECTIVENESS : total score	A	B	C	D
	X			

3.1 As presently implemented what is the likelihood of the outcome to be achieved?

	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.

3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?

X	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).

In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		X		

4.1 Financial/economic viability?

	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.

X	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?		
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?		
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
X	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
X	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the steering committee and follow-up

Decision to take				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
Organize extra call for individual scholarships in 2014 for 1M Euros in priority training areas per sector - PSC 1 (27th May 2014)	May-14	JLCB	JLCB	Revision training areas	MIN	28/05/2014	Finalized	CLOSED
				Post advert and organise preselection	JM	06/02/2014	Finalized	
				Nominate names of staff that assist to selection process	MIN	asap	Finalized	
Approval of individual scholarships in 2014 - PSC 2 (22th August 2014)	Aug-14	JLCB	JLCB	Drop 10 slots for short training courses for MoESTS /HQ staff and replace by LT training course	MoESTS	asap	Finalized	CLOSED
				Notify beneficiaries and start contracting	SO	31/10/2014	Finalized	
				Review award of scholarship to private sector (Petroleum Studies) and Health sector (Msc Clinical Epidemiology and Biostats)	PCT	Not specified	Finalized	
Handover the responsibility of selecting beneficiary organizations from the STC to the line-ministry (with a validation by the PSC as planned for) - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to confirm their selection decisions	MIN	Not specified	Finalized	CLOSED
				Instruct STCs in installation meeting	MIN	01/05/2015	Finalized	
Limit the role of the STC to appraise organizational	Feb-15	JLCB	JLCB	Ministries to nominate STC-members	MIN	Not specified	Finalized	CLOSED

Decision to take				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
assessments and strategic development plans submitted by beneficiary organization - PSC 3 (13th February 2015)				Instruct STCs in installation meeting	MIN	01/05/2015	Finalized	
				Re-invite MoPS to participate in STC	PCT	Not specified	Finalized	
Change the beneficiary of the activity A_01_02 (Development of policy, strategy and set of tools) from STC to HRD division and the Training Committee of each ministry - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Change wording in next year's operational planning / analyse specificity of the activity next to activities in Result 3	PCT	Not specified	In progress	ONGOING
Start-up with a limited set of maximum 40 organizations - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to respect amounts of beneficiary organisations	MIN	Not specified	Finalized	ONGOING
				Monitor the number of beneficiary organisations to ensure sufficient impact	PSC	31/12/2015	In progress. MoESTS added 4 beneficiary organisations.	
Start-up with a co-coordination team - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to nominate CCT-members	MIN	Not specified	Was finalized but 2 members have been replaced end of 2015.	OPEN
Validation of selection of Beneficiary Institutions - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	MOH to present its selection officially	MOH	20/02/2015	Finalized	CLOSED
Approval of update of HR-planning - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Extension of the scholarships officer until end 2016	PCT	Not specified	Finalized	ONGOING
				Transition of the scholarship officer to training officer (through recruitment)	PCT	Q3 2016	In progress	

Decision to take				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
				Change the functions of the Project Officer to Training Manager	PCT	Not specified	Finalized	
				Organize the procurement support within BTC office in the meantime was approved	PCT	Not specified	Finalized	
Approval Project Operational Manual - PSC 3 (13th February 2015)	Feb-15	JLCB	JLCB	All PSC-members provide comments	PSC	20/02/2015	Finalized	CLOSED
Ensure maximum efficiency and delivery of the project - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Monitor the performance of the current team and revert to the Steering committee for advise should there be urgent need to enhance its performance	PC	01/01/2016	In progress	ONGOING
Ensure use of the available training budget - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Develop a strategy note on the situation	PC	01/01/2016		ONGOING
Approval M&E Toolbox - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	All PSC-members provide comments	PSC	not specified	No feedback received.	CLOSED
Approval budget modification - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Insert budget modification in FIT (additional funding Scholarship officer to take from budget reserve)	PC	asap	Finalized	CLOSED

Decision to take				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
Ensure efficient and effective approval processes by line ministries - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action.	PC	not specified		ONGOING
				If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	MOFPED	not specified		
2nd Call for Applications - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Organise the call	PCT	31/12/2015	Second call will close on 21st of January 2016	ONGOING
Basic ICT-skills for Beneficiary Organisations - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Start with a ICT-basic skills-training programme for relevant cadres in all beneficiary organisations	PCT	not specified	Pre-assessment realised. High number of employees identified. Currently drafting tender for ICT assessment and training.	ONGOING
Explore accreditation of short courses - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Draft Terms of Reference	PCT	not specified	MoESTS responsible person has changed	ONGOING
				Approve Terms of Reference	MOFPED	not specified		
				Engage a consultant, supervised by MoESTS and PCT	PCT / MOESTS	not specified	MoESTS responsible person has changed	

Decision to take				Action			Follow-up	
Decision	Identification period (mmm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
Approval of update of HR-planning - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Ensure project accountant is 100% on the project	ResRep	01/01/2016	Realized	CLOSED
				Arrangements to formalize attachment of the Regional Financial and Administrative Officer (Mr. Hannes Decraene) to the project team with 5-10% of his time until the end of the project	ResRep	01/01/2016	Realized	
Approval Updates Project Operational Manual - PSC 4 (28th September 2015)	Sep-15	JLCB	JLCB					CLOSED

4.3 Updated Logical framework

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
IMPACT: Improved service delivery of Ugandan institutes and organisations	Documented evidence of improved service delivery	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	BO reporting event	End of each support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
	Increase of the development level in the organisational assessment	2,2	2,8	-	-	-	-	Pre-defined scoring scales	Excel analysis of org. assessment	End of each support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTCOME: Increased skills of human resources of selected BOs in the health, environment and education sectors	Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	Scoring scales	BO Satisfaction questionnaire	End of support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
	Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard to 3-5 improvement areas	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	Scoring scales	BO Satisfaction questionnaire	End of support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 1: Effective selection of BOs and effective appraisal of applications	1.1 Selection, application and appraisal methodology (incl. tools) in place and	Not in place	Meth. in place and updated per call	Start	Updated	Updated		/	Project files CCT Minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03 & A_01_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	regularly updated.											
	1.2 Number of preselected BOs reviewed and updated	1237	44	20	20	At least 44	At least 44	Nr of preselected BO's	PS - nomination letters	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.3 Number of applications received per call	0	44 for all calls	20	-	40	-	Nr of applications	Registration form call	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.4 STCs for each sector in place and functioning in line with quality criteria	Not in place	Three STC's operational	3	3	3	3	Nr of appraisal meetings.	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.5 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	44	10	20	44	44	Nr of BO's	Appraisal documents STC minutes	Yearly	Data collection: BOs / Consolidation: PCT	A_01_04
	1.6 Level of satisfaction and confidence of Mgmt and HRD staff related to defining org. dev. needs.	n.a.	80%	-	60%	-	80%	See indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 2: Selected BOs are strengthened to develop their HR Development Plan linked to organizational performance	2.1 Guidelines, incl. cross-cutting aspects, for HRD plan developed and approved by CCT	Not in place	In place by End 2015	-	In place	-	-	/	Project files	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.2 Number of BOs that have a fully-owned HR	n.a.	44	10	20	44	44	Nr of BO's	Registration form, STC	Yearly	Data collection: PCT /	A_02_01

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	capacity development plan								minutes		Consolidation: PCT	
	2.3 STCs for each sector assume their role of selection of HRD proposals	0	3 STC's selecting HRD proposals	0	3	3	3	Nr of STC's	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.4 Number of HRD Plans meeting quality criteria, incl. cross-cutting aspects, as indicated in the guidelines	0	44	10	20	44	44	Nr of HRD plans	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.5 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD planning process	n.a.	80%	-	60%	-	80%	See indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 3: Activities selected from the HRD Plan effectively implemented	3.1 Data bank of service providers, and relevant guidelines for training provision in place (incl. cross-cutting aspects).	Not in place	Full databank in place	Not in place	In place	In place	In place	/	Project files	Yearly	Data collection: PCT / Consolidation: PCT	A_03_01
	3.2 % of the selected activities from the HRD plans effectively implemented	n.a.	75%	n.a.	30%	50%	75%	%	Project files	Semester	Data collection: BOs / Consolidation: Training Manager	A_03_02
	3.3 Number of trainees (men,	0	tbd	tbd	tbd	tbd	tbd	Numbers	TSP reports	Semester	Data collection:	A_03_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	women)										Training Service Providers / Consolidation: Training Manager	
	3.4 Number of training activities organized addressing cross-cutting aspects	0	40 (at least one per BO)	0	10	20	40	Nr of training activities	TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02
	3.5 % of trainings providing follow-up sessions	n.a.	80%	0	50%	70%	80%	% of trainings	TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02
	3.6 Level of satisfaction of participants with training	n.a.	3.25	2.7	3.0	3.25	3.25	Scale from 1-4	Evaluations TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	3.7 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD implementation	n.a.	80%	-	60%	-	80%	see indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	A_03_03
OUTPUT 4: Individual scholarships are managed	4.1 Number of on-going scholarships finalised as programmed	0 (198 ongoing)	195 (4 still ongoing)	102	72	13	8	Number of scholarships finalised	List from DAMINO	Semester	Data collection: Scholarship Officer / Consolidation: Scholarship Officer	A_04_01 & A_04_02 & A_04_03
	4.2 Number of obtained academic qualifications	n.a.	180 scholars	-	65	-	180	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	Z_04_02
	4.3 Number of scholars returned to the organisations after their studies	n.a.	160	-	55	-	160	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	Z_04_02
	4.4 Number of scholars working in their field of study	n.a.	160	-	55	-	160	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider /	Z_04_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
											Consolidation: Scholarship Officer	
	4.5 Number of events for members organised	0	4 (1/year)	1	2	3	4	Number of events	Project files	Quarterly	Data collection: Scholarship Officer / Consolidation: Scholarship Officer	A_04_04
	4.6 On-line survey on interest and needs of (potential) members completed	Not done	Survey conducted	Conduct 1 st round	-	Conduct 2 nd round	-	Survey conducted and analysed	Project files	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	A_04_04

* n.a. = not applicable

** tbd = to be defined

Notes

1. The **Logical Framework was updated** in the course of the process of development of baseline and M&E framework (April – June 2015). The baseline report (including the proposed changes) was approved by the Project Steering Committee (Sept 2015).
2. **Result areas and indicators were reformulated.** See the baseline report for justification and further explanations.
3. Given that only the formulation of the result areas was adapted and given that FIT does not allow for changes to formulation, the reformulations were not integrated in FIT (we opted not to do this as it would lead to including 3 new result areas in FIT and make the budget overviews unnecessary complex).
4. With regard to budget for data collection & analyses, reference is made to budget lines.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	Yes. Result areas and indicators were reformulated in the course of the process of development of baseline and M&E framework (April – June 2015) (see 4.3.)
Baseline Report registered on PIT?	Yes. (realised after approval by PSC (sept 2015))
Planning MTR (registration of report)	Q4 2016 / Q1 2017 (estimate)
Planning ETR (registration of report)	2018-2019 (estimate)
Backstopping missions since 01/01/2014	<ol style="list-style-type: none"> 1. No specific project BSM, but BSM related to other projects (ICB, PNFP, CDM and TTE) made consequently time for the SDHR-project. 2. A backstopping mission from the ITA of the similar project in DR Congo was considered. In dialogue between ResReps and ITA from both countries, it was decided that backstopping would be best realized through a mission of the Project Coordinator from Uganda to DR Congo (realised in January 2015) 3. Baseline data collection is linked to the documentation collected through the instruments of the application by beneficiary organisations. Short mission of StoopConsulting (March) was used for participatory development of organisational self-assessment instrument (to be used by beneficiary organisations to apply). The data was available in May and processed until beginning of June. Baseline report is drafted using the collected data. 4. After collecting organisational self-assessments of selected beneficiary organisations (as part of Result 1) a Backstopping Mission of MDF (4-8 May) was organised. Given the availability of the data, it was possible to finalise the baseline (report) in an efficient way.

4.5 “Budget versus current (y – m)” Report

See attached to this document.

4.6 Communication resources

- Workshop reports related to support processes in Result 1 are available.
- A Flickr page was opened for sharing photos.
- Project banners were developed and used intensively in all project events.
- The Project Presentation PowerPoint was updated has been used on various occasions since.
- A draft communication plan was developed is being finalised.
- Given the intense communication with 48 organisations and 5 ministries the project is currently looking into professionalising the communication flow (currently this is mainly realised through email communication). An e-Brief is planned for roll out in January 2016.

Budget vs Actuals (Year to Month, Last 5 Years) of UGA1188811

Project Title : **Support to Beneficiary institutes to the Skills Development of the Human Resources**

Budget Version : **C4**

Currency : **DGD**

YtM :

Year to month : 31/12/2015

Report includes all closed transactions until the end date of the chosen closing

	Status	Fin Mode	Amount	Start to 2011	2012	2013	2014	Expenses	Total	Balance	% Exec
A ...			4.646.712,00				216.049,68	550.543,01	766.592,69	3.880.119,31	16%
01 Result 1 : STCs are equipped to select BI			270.000,00				936,74	84.490,25	85.426,99	184.573,01	32%
01 Establishment of STCs		REGIE	5.000,00				635,54	283,41	918,95	4.081,05	18%
02 Development of policy, strategy and set of		REGIE	85.000,00				301,20	6.369,60	6.670,80	78.329,20	8%
03 STCs select potential Bis		REGIE	12.000,00					4.615,77	4.615,77	7.384,23	38%
04 Support of BIs to submit organisational		REGIE	168.000,00					73.221,47	73.221,47	94.778,53	44%
02 Result 2 : Selected BIs have capacities to			180.000,00					7.551,24	7.551,24	172.448,76	4%
01 Potential Bis are informed		REGIE	180.000,00					7.492,36	7.492,36	172.507,64	4%
02 Potential BIs are requested to submit their		REGIE	0,00					0,00	0,00	0,00	??%
03 Support to improve HR plans and needs		REGIE	0,00					58,88	58,88	-58,88	??%
04 Submission of final training proposals		REGIE	0,00					0,00	0,00	0,00	??%
03 Result 3 : A number of trainings is financed			3.099.690,00				832,99	279,34	1.112,33	3.098.577,67	0%
01 Select training activities		REGIE	45.000,00				530,08	0,00	530,08	44.469,92	1%
02 Support implementation of training activities		REGIE	3.034.690,00				182,61	279,34	461,95	3.034.228,05	0%
03 Support the implementation of M&E system		REGIE	20.000,00				120,30	0,00	120,30	19.879,70	1%
04 Result 4 On-going scholarships are			1.097.022,00				214.279,95	458.222,18	672.502,13	424.519,87	61%
01 Health sector		REGIE	654.693,00				80.028,44	248.841,10	328.869,54	325.823,46	50%
02 Education sector		REGIE	349.824,00				99.607,04	155.507,01	255.114,05	94.709,95	73%
03 Environment sector		REGIE	75.505,00				34.644,47	53.874,07	88.518,54	-13.013,54	117%
04 Alumni Network		REGIE	17.000,00					0,00	0,00	17.000,00	0%
		REGIE	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%
		COGEST									
		TOTAL	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%

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B VAT REFUND			0,00					12.234,22	12.234,22	-12.234,22	??%
01 VAT Refund			0,00					12.234,22	12.234,22	-12.234,22	??%
01 VAT Refund		REGIE	0,00					12.234,22	12.234,22	-12.234,22	??%
X BUDGET RESERVE			327.466,00					0,00	0,00	327.466,00	0%
01 Budget reserve			327.466,00					0,00	0,00	327.466,00	0%
01 Budget reserve		REGIE	327.466,00					0,00	0,00	327.466,00	0%
Z GENERAL MEANS			1.508.420,00				159.980,09	195.039,29	355.019,38	1.153.400,62	24%
01 Human resources			951.600,00				80.229,12	168.031,20	248.260,32	703.339,68	26%
01 National Project officer		REGIE	81.600,00					10.536,18	10.536,18	71.063,82	13%
02 National Scholarship officer		REGIE	36.000,00				9.706,54	17.647,62	27.354,16	8.645,84	76%
03 Admin and accountant officer		REGIE	54.000,00				1.868,12	9.019,83	10.887,95	43.112,05	20%
04 International expert capacity development		REGIE	720.000,00				62.543,90	123.354,45	185.898,35	534.101,65	26%
05 Support staff (driver, secretary, ...)		REGIE	60.000,00				6.110,56	7.473,12	13.583,68	46.416,32	23%
02 Investments			91.420,00				70.055,71	4.605,08	74.660,79	16.759,21	82%
01 Vehicles		REGIE	30.000,00				27.045,41	0,00	27.045,41	2.954,59	90%
02 Office equipment		REGIE	10.000,00				7.629,10	1.021,57	8.650,67	1.349,33	87%
03 IT equipment		REGIE	31.420,00				10.269,78	2.238,35	12.508,13	18.911,87	40%
04 Office rehabilitation		REGIE	20.000,00				25.111,42	1.345,16	26.456,58	-6.456,58	132%
03 Operating costs			187.900,00				9.120,19	13.152,10	22.272,29	165.627,71	12%
01 Office rent		REGIE	30.000,00				2.473,75	0,00	2.473,75	27.526,25	8%
		REGIE	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%
		COGEST									
		TOTAL	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%

Budget vs Actuals (Year to Month, Last 5 Years) of UGA1188811

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02 Services and maintenance costs		REGIE	9.000,00				164,57	454,37	618,94	8.381,06	7%
03 Vehicle running costs		REGIE	45.900,00				2.434,24	4.770,92	7.205,16	38.694,84	16%
04 Communications incl. internet		REGIE	42.000,00				1.793,63	1.198,29	2.991,92	39.008,08	7%
05 Office supplies		REGIE	18.000,00				2.052,32	2.526,55	4.578,87	13.421,13	25%
06 Missions		REGIE	30.000,00					2.346,23	2.346,23	27.653,77	8%
07 Training		REGIE	10.000,00				10,59	1.036,65	1.047,24	8.952,76	10%
08 Bank costs		REGIE	3.000,00				191,09	819,09	1.010,18	1.989,82	34%
04 Audit and M&E			277.500,00				640,00	11.900,25	12.540,25	264.959,75	5%
01 Baseline and follow-up		REGIE	105.000,00					11.596,71	11.596,71	93.403,29	11%
02 M&E		REGIE	100.000,00					0,00	0,00	100.000,00	0%
03 Audit		REGIE	48.000,00					0,00	0,00	48.000,00	0%
04 Backstopping		REGIE	24.500,00				640,00	303,54	943,54	23.556,46	4%
99 Conversion rate adjustment			0,00				-64,93	-2.649,34	-2.714,27	2.714,27	?%
98 Conversion rate adjustment		REGIE	0,00				-64,93	-2.649,34	-2.714,27	2.714,27	?%
		REGIE	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%
		COGEST									
		TOTAL	6.482.598,00				376.029,77	757.816,52	1.133.846,29	5.348.751,71	17%

