



Ministry of Finance, Planning and
Economic Development

RESULTS REPORT 2017

SUPPORT TO THE DEVELOPMENT OF HUMAN RESOURCES OF BENEFICIARY ORGANISATIONS - SDHR (UGA 11 888 11)



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Acronyms

AMREF	African Medical and Research Foundation
BI	Beneficiary Organisation
BO	Beneficiary Organisation
BSM	Backstopping Mission
CCT	Co-Coordination Team
CD	Capacity Development
CMO	Convention de mise en œuvre (Implementation Agreement)
DAMINO	Enabel databank for scholarship management
DP	Development Partner
EST	Sectorial and Thematical Expertise Department at Enabel Headquarters
EUR	Euro
FIT	Accounting System enabel
GIZ	Gesellschaft für Internationale Zusammenarbeit (German International Cooperation)
HQ	Headquarters
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
MoES	Ministry of Education 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 Enabel Headquarters
PC	Project Coordinator
PCT	Project Coordination Team
PIT	Project Information Tool (Enabel internal tool)
PNFP	Institutional Support for the Private-Non-For Profit - Project
PS	Permanent Secretary
PSC	Project Steering Committee
RESREP	Resident Representative Enabel
ROI	Return On Investment
SDHR	Support to the Development of 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 the development of human resources of Beneficiary Organisations (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	2017

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

1.2 Budget execution

	Budget (Euro)	Expenditure (Euro)		Balance (Euro)	Disbursement rate at the end of year 2017
		Previous years (2014-2016)	Year covered by report (2017)		
Total	6,482,598.00	2,106,891.86	718,568.71	3,657,137.43	44%
Output 1	246,520.00	204,993.41	0.00	41,526.59	83.00%
Output 2	211,000.00	210,856.60	277.60	-134.2	100.00%
Output 3	3,147,690.00	141,837.45	331,541.23	2,674,311.32	15.00%
Output 4	1,089,500.00	928,402.84	73,237.09	87,860.07	92.00%
VAT Refund	0	30,625.51	-11,429.34	-19,196.17	??
Budget Reserve	279,468.00	0	0	279,468.00	0.00%
General Means	1,508,420.00	590,176.05	324,942.13	593,301.82	61.00%

- The project projected an execution rate of 59.3% by the end of 2017.
- An execution rate of 44% was reached upon closing the accounting of December 2017.
- If we take into account committed budgets (EURO 2,081,131) through signed training contracts related to Output 3 (Long-term training of the HRD and Training Plans) and Output 4 (ongoing individual scholarships) the project's committed expenditure stand today at 82%.

The difference between projected expenditure and actual expenditure relates to:

- Lower expenditure in Output 3 (planned 1.326.000 Euro).
The low expenditure in output 3 was since the project had to send evaluation reports of all tenders exceeding 250,000 EURO to procurement in HQ to bring it on the agenda of the Board of Director's for approval. The three big tenders that were approved in the months of September to December were worth; UGA 317 – 700,000 EURO, UGA 322, - 2991,600 EURO and 217,800.
- The other reason relates to the fact that some of the activities done in December were billed and only paid in January 2018 after finalising the reporting.

Note:

Budget execution does not reflect 100% reality because there is a delay with respect to the payments related to Output 3 (Long-term training of the HRD and Training Plans) and Output 4 (ongoing individual scholarships) entered in December in the projects accounting. Payments made in December for these specific activities are only reflected in the accounting in January (due to the use of two accounting systems maintained by Enabel for this type of projects).

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

The **Support to the development of human resources of Beneficiary Organisations – 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, MoES, MoWE), ensures a sound institutional framework. Participation of MoPS is limited to their involvement in the Sectorial Technical Committees (STC). Challenge remains that the National Training Policy has no budget 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. In addition to shortcomings in the technical and management related competencies, there is a general lack of ICT skills but also in more social areas as teamwork and conflict resolution. Needs related to transversal themes did not come out of the needs assessments but have been taken into account through programming a pro-active training offer.

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 framework has been well developed, tested and adapted where relevant and is attuned to the reality of the beneficiary organisations. With these organisations being of a different nature and size, the chosen approach has been demanding for some, especially the smaller organisations.

The intervention is complementary to interventions realized by other Enabel projects in the sector education and by other actors such as IntraHealth, GIZ, DANIDA, World Bank and others. The project has established relations with these actors to prevent duplication and enhances results.

The results have the potential to influence policy at national and local level. The fact that the project takes a systemic and organisational perspective for skill development is new and attracts interest from other donors. The approach has already been replicated in other interventions (for example by GIZ supported intervention in the environment sector).

1.3.2 Effectiveness

	Performance
Effectiveness	B

In terms of effectiveness the project expects full achievement of the outcome. Currently there are 49 beneficiary organisations. The project entered the training phase (output 3)

by July 2016 and by December 2017, 43 organisations already had ongoing training activities (4 in the Ministry of Water and Environment, 19 in the Ministry of Health and 20 in the Ministry of Education).

The organizational assessments, improvement goals and HRD and training plans are being owned and used by the respective organisations. Indications for the ownership are that several BO's have embarked on improvements in their organizational set-up and practice based on the gaps identified during the assessment process, regardless of the implementation of training. It is still early in the process to assess the attainment of the outcome in terms of staff performance and organizational performance.

The HRD and training plans make reference to follow-up and M&E of the training towards the application of the skills attained and follow-up coaching has been integrated in the planning. In its M&E framework the project follows the transfer of learning up through Training Status reports and the implementation of Action Plans for Linking Learning to Performance.

There are however organizational realities and practices, which may hamper the effective use of the learned skills. Basic conditions (infrastructure, equipment ...) may not be sufficiently available at the level of the BO's to apply the new competencies. These risks are followed up at all phases of the capacity development framework but the budget instruction providing 5% of the training budget for equipment in the HRD and training plans needs a flexible approach.

In addition the bonding process may not work effectively as individuals are not bonded to a specific organization but bonded in the sector (e.g. bonded in the Health sector), others who have attained higher education may chose to leave the organization because of the limited growth perspectives provided. The regular transfers that take place at almost all BO's may prevent the benefit of the capacity building for specific organisations.

Given that all HRD and training plans were more or less available at the same time, all training events were put in 1 databank that allowed the project to come up with 1 overall training procurement plan. This plan should cater for efficiency in procurement processes and allow also to combine some training events in bigger events with more organisations. The careful process that has been designed for the identification and contracting of training providers will most probably lead to quality training.

In the month of March 2017 the project had a financial audit with the objective to enable the auditor to express a professional opinion on the financial position of the project and of the funds received and expenditures for the accounting period starting from 1 March 2014 to 31 December 2016 and give recommendations to improve the project's operations. The specific objectives of the audit were to:

1. Examine the communication, understanding and implementation of the administrative and financial management procedures for the period 1 March 2014 to 31 December 2016;
2. Evaluate the structure and maturity of the internal control system of the project;
3. Control the quality, accuracy, exhaustiveness and reliability of the financial information used in the reporting system;
4. Carry out the controls to determine whether the project is in compliance with, in all aspects, the stipulations of the agreement and the laws and regulations applicable to the programs (Specific agreement, implementation agreement, Technical and Financial File, public tenders, contracts, budgets, social law; etc.);
5. Certify the validity and regularity of all financial transactions;

6. Give an opinion on the use of funds of the project, performance and efficiency of the management mechanisms and of the control of the funding of the project for the Belgian contribution part (joint management and own management).

The auditors concluded that the financial statements present fairly, in all material respects, the actual expenditure incurred and revenue received for the project for the period from 1 March 2014 to 31 December 2016 in conformity with the applicable contractual conditions; and that the project funds provided by the Belgian Development Agency have, in all material respects, been used in conformity with the applicable contractual conditions. The auditors therefore presented the project to have an **Unqualified Opinion**

1.3.3 Efficiency

	Performance
Efficiency	B

Outputs have been delivered within a reasonable time, albeit with some delays, outputs 1 and 2 (selection of BO's, organisational assessment, definition of improvement goals and preparation of HRD and Training Plans) have been fully delivered. Output 3 (implementation of training activities) is likely to be delivered within the set time frame. Output 4 (individual scholarships managed) is on schedule.

The procurement of training in batches has delayed the implementation of training, but eventually will optimize the training implementation process and its quality. The focus on quick wins and the extensive communication between BO's and the project team have mitigated the effects of the delays so far.

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), the reality of a wide diversity of beneficiary organisations (multisector characteristics), the fact that beneficiary organisations are spread out over the country, the tailor-made approach and the direct management modality, imply a considerable investment in terms of time.

So far the team has managed to cope with the work load (also through outsourcing core support processes) but activity intensity will only grow and follow-up and guidance of the organisations after the training is not yet sufficiently elaborated. In the months of November to December 2017, two staff of the project left leaving only 5 staff to run the project. This had implications of the approval levels and decision making on financial elements that included approval levels that were above the mandate of the Training Manager.

1.3.4 Potential sustainability

	Performance
Potential sustainability	C

While at the individual level the new capacities, competencies and skills will likely be sustained and possibly enhanced further, there is little guarantee for the skills and competencies to be used for the betterment of the specific organisations. The conditions needed for sustainability (staff retained, availability of conducive policies, procedures and

systems) are outside the sphere of influence of the project. To enhance the chances to reach improved performances of organisations as the expected impact, the project:

- Strengthens the follow-up of trainings (central in this is the development of Action Plans to Link Training to Performance) involving the Working Group of the organisation;
- Needs to enhance its attention in terms of provision of equipment through (1) allowing for more flexibility with respect to its original budget instruction (maximum 10% from the original 5% of the training budget for equipment) and (2) exploring more synergy with other interventions (from the Ugandan-Belgian cooperation or/and other Development Partners).

Secondly, also financial/economic viability to maintain and reproduce the benefits of SDHR in the long run, is not without problems. The main risk relates to the very low investment in HRD by the target ministries. This might imply that the project is reduced to a one off 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.

To enhance its influence on this enabling environment the project might need to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels. The project is already present in HR and CD related technical working groups in MoH and MoWE but the leverage of these platforms so far, seems limited. A stronger involvement of the MoPS in the project and concrete policy work on HR and CD related topics might open up a possibility to improve the influence.



1.4 Conclusions

- Mid-term outputs and results of the project confirm its relevance and effectiveness. The approach, implementing a phased and integrated capacity development framework in which participation and ownership are dominating, implied minor delays. In further roll-out attention should be given to strengthening follow-up of training processes, to mitigate the risk related to not enough available basic conditions (infrastructure, equipment ...) and swift procurement processes.
- Efficient project operations have been set-up and managed but improvements can be made. The continuous focus on quality and comprehensiveness has made activities to go at a slightly slower pace, while cost efficient operations have been achieved through batch procurement of CD and training services. Given that all HRD and training plans were more or less available at the same time, all training events were put in 1 databank that allowed the project to come up with 1 overall training procurement plan. Attention needs to be given to (1) staffing needs of the project and (2) additional accountability requirements (for example DAMINO) to ensure that quality and control are not further affected as the project activity intensifies.
- Synergy exists between Enabel projects and programmes but is too limited as a result of the lack of a formal framework with clear and accepted roles and delineations and insufficient staff.
- The auditors concluded that the project financial statements present fairly, in all material respects, the actual expenditure incurred and revenue received for the project for the period from 1 March 2014 to 31 December 2016 in conformity with the

applicable contractual conditions; and that the project funds provided by the Belgian Development Agency have, in all material respects, been used in conformity with the applicable contractual conditions. The auditors therefore presented the project to have an **Unqualified Opinion**.

- With an execution rate at 44% and implementation of the project activities up to phase three in 43 organisations, we anticipate to hit the budget execution target of 5.315.740 EUR by the end of 2018.

While at the individual level the new capacities, competencies and skills will likely be sustained and possibly enhanced further, there is little guarantee for the skills and competencies to be used for the betterment of the specific organisations. The conditions needed for sustainability (staff retained, availability of conducive policies, procedures and systems) are outside the sphere of influence of the project. A focus on strengthening the follow-up of training, allowing for higher equipment investments relevant for applying the new competencies and exploring more synergy with other interventions should enhance the chances on sustainability. To enhance its influence on this enabling environment the project might need to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels

National execution official	Enabel execution official Bieito Pedreira Muniz
	

2 Results Monitoring²

2.1 Evolution of the context

2.1.1 General context

The general context has not changed. Working on training and development of 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 environment, relations, welfare policy, ...). **These strategies are linked to the organisation's strategy and the strategy is linked and dependant on a broader institutional setting/enabling environment (sector).**

The advantages of working within such a context have been;

- The enlarged base of support, networks and connections. It has shown us that we can achieve more together than as one project.
- The context magnifies the existence of other development partners that are supporting the beneficiary organisation in the same areas of focus thus reduces duplication of effort. There have been opportunities for exchange of information, skills, experiences in capacity building, materials, opportunities for collaboration etc.
- The ministries that SDHR project supports bring together a diverse range of people and organizations. We believe that this diversity will strengthen advocacy and lobbying for policy change by broadening perspective and understanding of the key stakeholders within the sectors.

However, the project also has discovered and encountered various problems in the network of **interlinked and interdependent relations**:

- Organisations often do not have clarity on their objectives to improve their services. It is difficult to agree on common organisation improvement objectives with them.
- Most of the capacity building and staff training initiatives are supply driven and not demand drive and often sponsored by donors. As such there is potential for donor duplication of efforts and poor planning of staff learning and development.
- In a resource-constrained context and with limited HR capacity, many organisations struggle to balance their priorities with the priorities set at the broader institutional setting (sector).
- Most beneficiary organisations function in a very hierarchical system and are at the lower levels of the system. As such, shared decision-making can be slow and may paralyze progress.
- Training and development of staff need high level inter-sectoral and inter-professional dialogue and investment.

Many organisations are not in charge of their human resource management. Most HR functions (job profiling, employment management, performance management, compensation management and human resource planning) are too dependent on

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

decisions at higher levels in the hierarchy and have limited power to change. To make HRD effective, the environment within the organisation and also where the organisation works need to be enabling. This currently is not the case and brings challenges to the project in terms of guaranteeing 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.

2.1.2 Institutional context

The institutional context has not changed.

The project's partner is the Ministry of Finance, Planning and Economic Development (MoFPED). The MoES, MoWE and MOH are involved as sector ministries responsible for the activities in the respective sectors. The project office is based at Enabel 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.
2. The project has continued 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 to attend.

Major decisions that were undertaken in this context are below:

- In one of the organisations, Yumbe Hospital, which is undergoing reconstruction, an agreement was reached to maintain trainings where there are chances of immediate use of the learning and reorient trainings where this chance is low to trainings that have a higher chance to cause change in performance. This was done following an STC decision to approve a change of training modality request presented by the BO.
- Concerning HMDC further funding was stopped following a decision made by the Special Partner Committee (April 2017). This decision came after a long wait from the Belgian Cooperation to see some changes in the legal status of HMDC and its functionality which was not forthcoming.
- Concerning Karamoja a request of Steering Committee of SSU project was presented to add 2 more organisations to the list of beneficiary organisations of SDHR, being St. Daniel Comboni Polytechnic and Nakapiripirit Technical Institute in Karamoja. This request does not affect SDHR budget but only allows SSU to access the training contracts of SDHR as well as the general SDHR approach. Eventual costs will be taken on the SSU-budget.

In this context, the project has the opportunities below:

- To enhance its influence on this enabling environment the project might need to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels. The project is already present in HR and CD related technical working groups in MoH and MoWE but the leverage of these platforms so far, seems limited.
- A stronger involvement of the MoPS in the project and concrete policy work on HR and CD related topics might open up a possibility to improve the influence.

However, in this context, some challenges remain:

- There are constant staff evolutions including; sector ministers, permanent secretaries members of the co-coordination committee leaving the sectors before they have fully perceived the objectives and intentions of the project. This has made it difficult to sustainably discuss and take firm stands on the positions taken by the project.
- The availability of some appointed members to STC is limited though the project tries to organise the STC-meetings as efficiently as possible in terms of time and tasks.
- The STC has also a responsibility to participate in the development of principles of organizational HR development, unifying concepts and strategies on human resource development.
- At the institutional level, the training policy is not supported by a solid budget, making the established procedures and structures (such as training committees) not very relevant.

2.1.3 Management context: execution modalities

The management context has changed though not substantially.

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 (Enabel Direct

Management). This means all administrative and financial processes follow Belgian law and Enabel procedures. This also means all these processes are managed by the project team.

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 are taken into account for tender procedures and recruitment processes.
4. The project team was expanded following recommendations by the MTR exercise. In the last quarter of 2017 (from October 2017 – November 2017) the project team was reduced to 1 Training Manager, 3 National Training Assistants, 1 national training Officer and 1 driver after the ITA/project coordinator took up another role in the Enabel Headquarters. The 1 accountant who was also in charge of logistics left the project. The project also recommended the upgrading of the position and payment of the training Assistants after realising that their job profiles, roles and responsibilities were fit for a higher position. The process of upgrading their position to training Officers started in December after the approval of the decision by the Chairman SC.
5. To optimize synergetic opportunities, the project started taking part in other project activities and attending the regular planned meetings in order to improve coordination of activities with the Enabel projects based in the field.

Some challenges remain:

- The project staff capacity remains insufficient in the light of the tasks performed in the year. For the most part of the year, the project team members were too overstretched with administrative, procurement and control tasks to be able to provide sufficient attention to the process of change in the BO's and supervise M&E activities. At the end of October 2017 the PSC decided to:
 - Replace the project coordinator
 - Increase the support staff with 1 additional accountant and administration officer.
 - Increase the support staff with part-time support for M&E and ICT.

2.1.4 Harmo context

As a multi-sectoral project, SDHR takes part in an ecosystem environment involving many internal and external partners in HRD and training. The project is active within Enabel and externally. This has been demonstrated in the following ways:

Internally within Enabel;

- There has been concrete collaboration between projects created through the participation of sector projects in the STCs as well as through regular technical exchanges between coordinators.
- Training delivery and follow-up offer good opportunities for collaboration. Exchange with the other projects is ongoing and continuous.
- Synergy between projects has been realized because of good personal working relations and enabling circumstances (such as timing of the projects, choice of the BOs and availability of field coordinators of sector projects).
- The project jointly launched most of the tenders with other projects to avoid repeating of processes by other projects and to be more efficient and effective.

Externally;

- The project is already present in HR and CD related technical working groups in MoH and MoWE.

- Coordination with other relevant development partners (DP) has been established. Ad-hoc communication and information exchange take place:
 - In the Health Sector there is coordination with IntraHealth, Makerere Public School of Health, AMREF and Baylor College of Medicine. 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 Baylor there is exchange on the training programs that they provide.

Securing cooperation for synergy, complementarity has been very instrumental for different reasons:

1. It has helped the project to avoid duplication of efforts in capacity building;
2. It has added value in terms of HRD support in the functioning of the project and the overall success of the portfolio of Enabel;
3. Close collaboration between Enabel projects in the sectors has improved the chances for improved organisational performance of the BOs that are shared (almost all organisations in the education and health sector are shared);
4. The cooperation has made it easy to lobby and ensure access to resources that strengthen the minimal conditions for successful HRD in the beneficiary organisations.

Some challenges remain:

- The project is not yet sufficiently connected with the specific sectors or other Enabel programmes to effectively participate in policy dialogues and influence in favour of the structural changes needed to facilitate the BO's in their organisational performance.
- The project might need to increase its presence at the various external platforms where HR and CD issues are discussed at policy and strategy levels. The project is already present but the leverage of the platforms where it participates so far, seems limited. A stronger involvement of the MoPS in the project and concrete policy work on HR and CD related topics might open up a possibility to improve the influence

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.	n.a.	3.5
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.	3.3

**These indicators were not measured in 2017 as the focus was on procuring trainers and planning well all the phase 3 activities. Implementation of training activities is ongoing and measuring the indicators will be done in the last quarter of 2018 using the satisfaction survey tool.*

2.2.2 Analysis of progress made

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. 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.

In the last part of the year 2017, the project embarked on numerous strategies and training modalities to build capacity and promote performance improvement in the BOs. Clear and measurable learning goals, objectives, and outcomes are stated at the start of each training assignment. The BOs are guided by the consultants and the SDHR staff to develop their own action plans for linking learning to performance to describe what they will do differently as a result of what they learned from the training and also how they will measure success at the end of the training. The action plan is a concrete declaration of the commitment to improve the performance and includes a process of internal and external follow-up.

Measuring the success of the assignments undertaken will be done in the last quarter of 2017.

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 keeps 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 both before and after the intervention. The self-assessment process measures organisational performance through a number of key performance indicators. Additionally a more qualitative approach was selected in the form of collection of documented evidence of improved service delivery (examples, case-descriptions, etc). Information will be collected during a collective learning and reporting event with each of the 49 BOs after training has been rolled out.

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 (2016)	Value year N (2017)	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	Updated (and a specific BTVET assessment developed)	Updated	Method in place and updated per call
1.2 Number of preselected BOs reviewed and updated	1237	44	49	48	44
1.3 Number of applications received per call	0	Call 2 finalized (for 11)	49	48	44 for all calls
1.4 STCs for each sector in place and functioning in line with quality criteria	Not in place	Only 2 STC needed to be and were operational to assess applications of Call 2	NA	3	3 STC's operational
1.5 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	44	49	48	44
1.6 Level of satisfaction and confidence of Mgmt. and HRD staff related to defining org. dev. needs.	n.a.	-	92%	80%	90%

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	FINALIZED IN 2015			
Adoption of R.O.I. (Internal Rules of Procedures) through the 3 rd SC meeting	FINALIZED IN 2015			
Update and examination of the organisational analysis of partner (STC)	FINALIZED IN 2014			
Introduction meetings with MoFPED, MoH, MoES, 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)	FINALIZED IN 2015			
Collective internalization and conceptualization workshop for all members of STCs (explore validity of collective STC)	FINALIZED IN 2015			
Installation of 3 STCs through the 3 rd SC meeting	FINALIZED IN 2015			
Organize start-up training for STC	FINALIZED IN 2015			
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, ...)	FINALIZED IN 2015			
Development of first set of tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Introduction and exchange workshops on first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Adjusting and improving first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Publication of first tools and guidelines for HR capacity development		X		
Train STC and CCT-members in Organisational Development and Change	FINALIZED IN 2015			
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	FINALIZED IN 2015			
Invite by official request the sector ministries to select BOs (based on proposal of respective STC)	FINALIZED IN 2015			
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	FINALIZED IN 2015			
Information session on organizational assessment and definition of organisational needs launch of FIRST CALL for selected BOs	FINALIZED IN 2015			
Selected BO submit their application (organisational assessment, needs ...).	FINALIZED IN 2015			
Appraisal of the applications by STC and validation by PS	FINALIZED IN 2015			
Support activities for non-approved based on application	FINALIZED IN 2015			
Selected BO resubmit their application.	FINALIZED IN 2015			
Appraisal of the resubmitted applications by STC and validation by PS	FINALIZED IN 2015			
Information session on organizational assessment and definition of organisational needs launch of SECOND CALL for selected BIs	FINALIZED IN 2015			
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

Performance output 1 is fully achieved:

- The project is working already with 49 organisations while the expected amount of organisations to work with in this output was 44.
- 49 BOs have fully owned goals for organisational improvement that are approved by the STCs (= meeting quality criteria). The STC decisions were all validated by the Permanent Secretary of the respective line-ministry (expected amount of organisations to reach this at the end of 2016 was 10).
- A Memorandum of Understanding is signed with each of the 49 organisations.
- For activities related to the development of policy, strategy and set of tools there still is some budget space. This budget can be used for both a publication of the first tools and guidelines developed by SDHR, as well as for policy inputs based on the HRD experiences.

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(2016)	Value year N (2017)	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.	Guidelines for HRD planning and budgeting developed and approved	In place	In place by End 2015
2.2 Number of BOs that have a fully-owned HR capacity development plan	n.a.	48	49	48	44
2.3 STCs for each sector assume their role of selection of HRD proposals	0	all 3 STCs assumed their role	all 3 STCs assumed their role	3	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	48	49	48	44
2.5 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD planning process	n.a.	Satisfaction for first approvers = 3.91 on a scale of 5 (78%) / for second approvers (moved from 3.45 (69%) at first submission to 3.95 (79%) at second submission / Confidence: 73.6 on a scale of 100	92%	-	80%

2.4.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
<i>Beneficiary Organizations are informed and prepared to submit their HR development and Training plan</i>				
Information session on project, on support for HR and training plan	FINALIZED IN 2015			
Guidelines for HRD and training planning developed	FINALIZED IN 2015			

- ⁴
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 - B: The activities are on schedule
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 - D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

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

Performance output 2 is fully achieved:

- Guidelines for HRD planning and budgeting were developed and approved.
- All organisations first developed HRD and training plans based on their organisational improvement areas (output 1). This process was done by each organisation but through a support process consisting of a mobilisation workshop, on-site assistance to the working group and off-site follow-up. When the draft plans were ready the organisations were invited for a budget workshop where they received a budget instruction and budget plan format. Budget were drafted and plans were made more realistic. A total of 3 budget workshops were realised. Once the plan and budget were ready they were submitted to the respective STC for appraisal.
- The STCs for all sectors appraised HRD and training plans and budgets. For the Health and Education sector this was done at each 3 appraisal meetings (1 in May, 1 end of June and 1 in August), for the environment sector this took 2 appraisal meetings (1 in May and 1 end of June).
- 49 BOs have a fully-owned HR capacity development plan that is approved by the STCs (= meeting quality criteria). The STC decisions were all validated by the Permanent Secretary of the respective line-ministry (expected amount of organisations to reach this at the end of 2016 was 20).

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 (2016)	Value year N (2017)	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	Most training arrangements are developed and in place	In place	Full databank in place
3.2 % of the selected activities from the HRD plans effectively implemented	n.a.	4.8% (Individual Training Modalities (Plan – 543, Implemented – 40: 7.4%) / Group Training Modalities (Plan – 544, Implemented – 12: 2.2%))	Training activities implemented for individuals - 71.29% and Training activities implemented for groups 16.15%	50%	80%
3.3 Number of trainees (men, women)	0	TOTAL = 143 (Individual Training Modalities (43 (F:13 - M:30)) / Group Training Modalities (100 (F:39 - M:61)))	479	574	90%
3.4 Number of training activities organized addressing cross-cutting aspects	0	Separate approach for cross-cutting aspects developed	Every training has cross-cutting component	100%	100%
3.5 % of trainings providing follow-up sessions	n.a.	- For all short term training an action plan for linking training to performance is developed.	80%	70%	80%
3.6 Level of satisfaction of participants with training	n.a.	3.38 for general satisfaction / average improvement of knowledge, skills and/or attitudes from 2.33 before the training to 3.35 after the training	3.23	3.25	3.4
3.7 Level of satisfaction and confidence of Mgmt. and HRD staff related to HRD implementation	n.a.	BOs management meeting was conducted and the total percentage satisfaction for the SDHR work from evaluations of 82 participants was 92%	92%	-	80%

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	
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

Performance output 3 is started up, with minor delays basically caused by two reasons: (1) all 49 organisations were brought on board earlier in phase 1 (output 1) and phase 2 (output 2), and (2) the design of the process and the additional support provided to the BO's in the first 2 phases resulted in a somewhat slower pace than initially expected.

- All training plans were integrated in 1 databank. In the databank the activities were categorised as follows:

TRAINING MODALITIES (PLAN)	TOTAL (UGX)	TOTAL (EUR)	TOTAL (%)	Lines in databank	Amount of participants
LONG TERM COURSE	1,460,915,435	385,231	12.71%	68	75
ATTACHMENT	233,716,000	61,628	2.03%	26	149
INSCRIPTION IN EXISTING SHORT COURSES	0.00	0.00	0%	0	0
STUDY VISIT	513,064,000	135,290	4.46%	24	207
SHORT COURSES***	8,626,714,277	2,130,022	69.99%	550	9,808
EQUIPMENT	660,388,219	174,139	5.75%	42	0
TOTAL	11,494,797,931	3,070,974	100%	668	10,032

*** Short courses can be realised on or off-site, mentoring and coaching processes are included in this category.

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

A total of 668 training lines were identified as “on budget”, meaning they can be funded within the available budget that was made available to the BOs.

- Most training arrangements for these different training modalities are developed and in place. For inscriptions in existing short courses a legal consult is ongoing with Enabel HQ and for short courses training providers, venues, catering and transport (for providers) a general procurement plan has been developed and first big framework-tenders are prepared. This batch-procurement should allow for a cost-efficient approach.
- Equipment needs were identified but a more thorough analysis is ongoing to ensure basic conditions for all training are met.
- Activities implemented (Dec 2017)

TRAINING MODALITIES	Planning			Implementation	
	Lines in databank	Amount of participants	Training activities planned (amount)	Training activities implemented (amount)	Training activities implemented (%)
FOR INDIVIDUALS	94	224	101	33	32.67%
LONG TERM COURSE	68	75	75	20	26.67%
ATTACHMENT	26	149	26	13	50.00%
INSCRIPTION IN EXISTING SHORT COURSES	0	0	0	0	0.0%
FOR GROUPS	574	9,808	574	41	7.14%
STUDY VISIT	24	207	24	11	45.83%
SHORT COURSES	550	9,601	550	30	5.45%
TOTAL	668	10,032	675	74	10.96%

- The total number of trainees by end of 2017 stands at 623. 108 are engaged in Individual Training Modalities and 513 in Group Training Modalities.

TRAINING MODALITIES	Participants planned	Participants involved	Participants involved	Participants involved	Participants involved	Participants involved	Participants involved	Participants involved
	TOTAL	2016	2017	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
		TOTAL	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE
	#	#	#	#	#	#	%	%
FOR INDIVIDUALS	224	41	67	70	38	108	64.8%	35.2%
LONG TERM COURSE	75	36	18	34	20	54	63.0%	37.0%
ATTACHMENT	149	5	49	36	18	54	66.7%	33.3%
INSCRIPTION IN EXISTING	0	0	0	0	0	0	0	0

SHORT COURSES								
FOR GROUPS	9,808	103	412	313	202	515	60.8%	39.2%
STUDY VISIT	207	60	81	81	60	141	57.4%	42.6%
SHORT COURSES	9,601	43	331	232	142	374	62.0%	38.0%
TOTAL	10,032	144	479	383	240	623	61.5%	38.5%

- A separate pro-active training proposal to address cross-cutting aspects was developed and approved by the Steering Committee in October 2016.
- For training follow-up an **action plan for linking training to performance** was developed and already in use for all the courses already being implemented by the beneficiary organisations. This plan will be the basis to follow-up transfer of learning.
- Through individual evaluation forms the satisfaction level with training is measured through scoring the following questions on a scale of 1 (weak) to 4 (excellent):
 - How do you rate the overall course?
 - Usefulness for your daily work?
 - How do you rate the level of achievement of the course objectives?
 - How do you score the training methodology?
 - How do you appreciate the trainer(s)
 - Did the trainer(s) use practical examples
 - How clear were the lectures and instructions for exercises?

Aggregated scores on already implemented training give an average satisfaction of 3.27

- Through individual evaluation forms an appreciation of the progress in terms of the change in knowledge, skills and/or attitudinal levels is measured before and after the training is measured through scoring the specific learning objectives before and after the training on a scale of 1 (poor) to 4 (very good). Aggregated scores on already implemented training give an average improvement of knowledge, skills and/or attitudinal levels from 2.33 before the training to 3.35 after the training.

2.6 Performance output 4

2.6.1 Progress of indicators

The figures indicated are based on the results of the survey that was carried out early 2017. It was sent to a total of 189 scholars; a few of them were unreachable (9 of them). Only 104 scholars of the 189 that received the survey responded. A table showing the level of responsiveness has been included in the section 2.3.6 herebelow;

Output 4: Individual scholarships are managed					
Indicators	Baseline value	Value year N-1 2016	Value year N 2017	Target year N 2018	End Target 2019
4.1 Number of on-going scholarships finalised as programmed	198	100	14	13	195 (4 still ongoing)
4.2 Number of obtained academic qualifications	n.a	-	56 (Reference is tracer study report – response to question was 104 (56 – 54 %)(equivalent to 97 of the 180)”)	7	180
4.3 Number of scholars returned to the organisations after their studies	n.a	-	76(Reference is tracer study report – response to question was 101 (76 – 75 %) which is equivalent to 90 of the 160	-	160
4.4 Number of scholars working in their field of study	n.a	-	Data was not collected. Will be included in the next round of the survey	-	160
4.5 Number of events for members organised	0	Postponed to 2016	1	1	4
4.6 On-line survey on interest and needs of (potential) members completed	Not done	Survey conducted	1	2nd round survey	

2.6.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
Progress of <u>main</u> activities ⁷				
<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		

2.6.3 Analysis of progress made

Of the initial 189 individual scholarships that were incorporated in the project, the number of scholarship that were still going on at the end of 2017 were 14.

A tracer study was carried out targeting the above scholars (those were still in school or those whose scholarship contracts were still active in 2014 at the start of the project). The invitation was sent out to a total of 189 scholars on the 24th of January 2017 (see response rate below).

The main objective of the tracer study was to try and find out where the active scholars were, what they were doing and whether the studies they did improved their career or to some extent benefitted the organization they are working for.

-
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 B: The activities are on schedule
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Responsiveness

1.1.1

	Sample	Responses		
		Complete	Partial	No Response
Female	71	34	0	37
Male	118	70	4	44
TOTAL	189	104	4	81
	100	55%	2%	42.85%

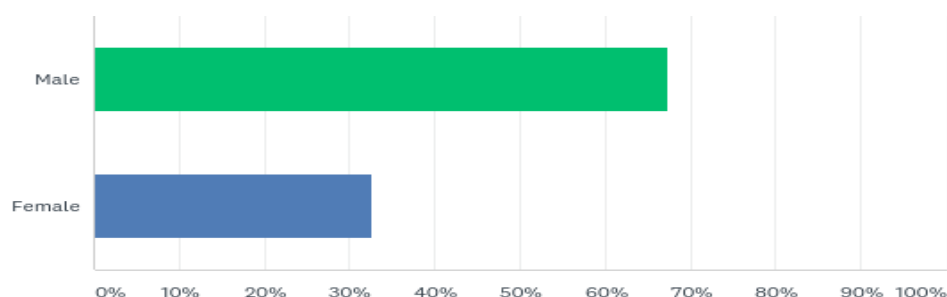
104 scholars completed the full survey, representing 55% of the sample.

4 scholars that responded completed the survey partially, representing 2% of the sample. Partially response does not mean the survey is invalid, it only means that the survey did not respond to 1 or more questions. 81 scholars never responded to the survey and these represented 42.85% of the sample.

Overall response rate is 55%.

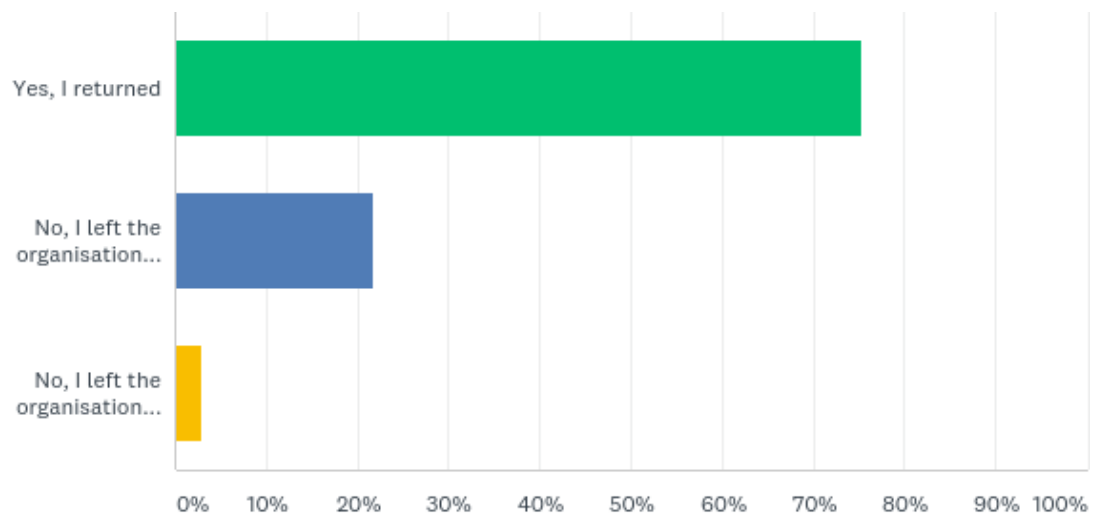
The above data has disaggregated by gender in the table below;

ANSWER CHOICES	RESPONSES	
Male	67.31%	70
Female	32.69%	34
TOTAL		104



Using the above survey, we assessed the completion rate and considered those that completed at the end of 2016 which stood at 55. This is because most Ugandan Universities close their academic year in August/December of each year and yet the survey was carried out at the beginning of 2017.

In the survey, we also assessed the number of scholars that had returned to their organisations after their studies. The findings were as below;



ANSWER CHOICES	RESPONSES	
Yes, I returned	75.25%	76
No, I left the organisation while still studying	21.78%	22
No, I left the organisation after graduation	2.97%	3
TOTAL		101

The results show that out of 101 scholars who answered this question, 76 respondents representing 75.25% returned to their workplace after pursuing studies, 22 respondents representing 21.78% left their organisations while still studying and 3 respondents representing 2.97% left their organisations after graduation. Therefore, the survey findings show that the highest number of scholars representing 75.25% returned to their organisations while the least number of scholars representing 2.97% left their organisations after graduation.

The survey did not assess whether the scholars returned to work in their field of study. This is an item that can be included in the next survey.

The next survey is planned for Q1 2018. This survey is supposed to target the same persons and to identify the differences in the parameters earlier assessed.

In the project, 4 Alumni events were planned, one has been organised in December 2016 and a second one in December 2017 with a much smaller attendance alongside the Embassy of Belgium events during the Belgian week in November. While a workshop had earlier been planned to which the scholars would attend, there were some changes and instead they participated to a networking session on the Kings Day celebrations on the 27th of November 2017 at Sheraton. Invitation was through registration on a first come, first serve basis and was available by SDHR.

2.7 Transversal Themes

The project has continued to pay specific attention to the four cross-cutting issues of gender, environment protection, HIV/AIDS and child rights. Measures have been taken and implemented to ensure that the four themes are integrated in all the project activities particularly in the implementation of the HRD and training plans of the respective beneficiary organizations. For example, during the implementation of the training activities in the beneficiary organizations, posters depicting the four cross cutting issues are displayed across the training rooms. A session is held at the beginning of every training program specifically to emphasise the need to keenly take note of the four issues in every beneficiary organization.

The second modality of development of the training offer in transversal themes is based on a decision of the Steering Committee to approve the proposal of the project team to take a proactive position to address these themes per sector through the development of a training offer.

By taking a proactive position the project will ensure that the ambitions expressed in the indicator “*number of training activities organized addressing cross-cutting aspects*” are obtained. Below is the detailed account of what has been done under every theme particularly within the beneficiary organizations:

2.7.1 Gender

Gender responsiveness is paramount for the successful implementation of the project. The principle of “ensuring equality of opportunities and appropriate access” was already integrated in the Memorandum of Understandings (MoUs) on Human Resource Development (HRD) & Training Support, signed between Enabel - Belgian Development Agency and each Beneficiary Organisation. In each of the trainings implemented, each beneficiary organisation emphasises the importance of equal access of women and men to learning opportunities. As a result, the project has continued to take into consideration issues of gender as stipulated in the different policies among which is the National Policy on Gender Equality. The mainstreaming of gender in the capacity development activities is aimed at strengthening the efforts of the different beneficiary organizations to improve the practice in their respective organizations, specifically on equal participation of women and men in HRD and training activities.

In By end of 2017, a total of 240 women and 383 men benefitted from the various trainings i.e long term and short-term courses.

The project has continued to make an inventory of the current staffing situation of all beneficiary organisations in order to have a good view of the gender aspects related to staffing and also to follow up on the principle of equal opportunities. A number of beneficiary organizations are already ensuring that there is inclusive decision making within their organization as well as taking into consideration the principle of equal opportunities to employment for all.

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.

While planning and organizing for training activities, the project has continued to take care of the specific needs of women particularly in regards to; timing of the training, duration, enabling environment (for example allow women to move with house helpers), and modality (focus on the job, online training, etc).

In addition, some beneficiary organizations have designed specific tools used to identify victims of gender-based violence, and are sheltered in a safe environment.

2.7.2 Environment

Environment is one of the three priority areas of this project, and is also considered as a cross-cutting theme. While implementing the training activities good environment management principles and practices are emphasized within the respective organizations. These include:

- a) Proper management of waste.
- b) Special toilets being used at the facility with the ability of generating waste for making fertilizers for the communities.
- c) Awareness creation on environmental issues within the communities
- d) Trees planted at the facilities
- e) Development of the occupational safety policy.

In the year 2017, two training events were conducted focussing the beneficiary organisations in 5 National Teachers Colleges and 7 Vocational Training Institutes in managing solid waste and efficiently managing energy. Several strategies were developed by the BOs to manage waste as below:

Objective: 1 Establish clean and litter free environment.
Activities
1. Implement an Awareness Raising Campaign for waste management.
2. Designate one day of every month as “Clean Day” to promote awareness.
3. Institute waste management talks in assemblies, lectures, meetings, etc.
4. Conduct study tours to learn more about waste management from other institutions.
5. Conduct induction programs on management of waste for the stakeholders.
6. Organise Intra-Institutional (or Inter-Departmental) competitions focused on waste management.
7. Create a <i>Talking Environment</i> on waste management – in the classrooms, toilets, dormitories, college compounds, etc.
8. Publicising indiscipline in relation to compliance with the waste management guidelines through acceptable forms of ‘naming and shaming’ and reward good behaviour (e.g., Reward cleanest dormitory halls.)
Objective 2: Establish a waste management policy
Activities

9. Put in place rules and regulations on waste management.
10. Disseminate the policy and orient the stakeholders.
11. Make enforcement part of the college rules and regulations.
12. Define responsibilities and roles of the different stakeholders in the college community.
13. Develop a policy to promote creativity and innovation in waste management.
14. Establish a waste management committee and appoint a focal person from management for coordinating waste management activities in each institution.
15. Include continuous monitoring as a part of the policy for waste management.
16. Establish policy framework for continuous maintenance.
Objective 3: Provide basic resources to for waste management:
17. Carry out Needs Assessments at each institution for the implementation of the solid waste management plan.
18. Budget and mobilise financial resources for waste management.
19. Purchase of working tools and personal protective gear.
20. Install colour coded and labelled waste bins for different categories of waste.
21. Categorise waste, identify the use of each waste category.
22. Establish a central dumping point
23. Put in place material recovery facility
24. Collect and store the waste, identify buyers and sell waste
25. Plan for the implementation of modern and effective waste disposal methods
Objective 4: Establish strategies for effective implementation of waste management initiatives.
26. Classify and sort waste plastics, paper organic, as sell (saleable) wastes for extra income.
27. Divide the college campus into cleaning areas (zones) for effective cleaning.
28. Develop a system that provides stakeholder involvement in cleaning: EG; students clean certain areas and teaching and nonteaching staff another area.
29. Develop initiatives for cultural orientation and change in mindset on waste management.
30. Reduce food waste; focus on quality food to reduce wastage and grow vegetables.
31. Avoid using plastic (as a source of fuel, containers to sell juice, etc.) and endeavour to provide alternatives.
32. Sensitise stakeholder on appropriate methods of disposal sanitary pads through the use incinerators.
Medium Term Waste Management Strategies
35. Conduct waste audit in the NTCs and VTIs
36. Integrate waste management into the teaching curriculum.

37. Create partnerships with waste management companies and local authorities
38. Explore opportunities for re-using waste.
39. Exploring opportunities for re-cycling waste. e.g., composing, briquettes production
40. Sensitising the community and involve local community leaders in the waste management initiatives
41. Recycle food waste as animal feed pigs, chicken waste for agriculture (e.g., vegetable farming.)
42. Develop long-term policies for cost-effective interventions and sustainable waste management.
43. Implement human waste management solutions: biogas digesters, bio-fill toilets, etc.
44. Re-valuate waste and generate revenue. (e.g., start piggery to make free energy.)
45. Develop awareness videos for broadcasting on TV.
46. Put in place final waste disposal facilities.

With regard to energy efficiency, the strategies below were developed and are being implemented across the 12 BOs.

SHORT TERM ENERGY EFFICIENCY ACTION PLAN
Activities
1. Carry out a needs analysis or energy audit.
2. Formation of behaviour change clubs.
3. Use of briquettes made from wood shavings.
4. Using biogas from cow dung and piggery waste.
5. Preheating water with solar heaters
6. Procure and install energy saving equipment.
7. Use of energy saving stoves.
8. Solar installation, solar panels, batteries, inverters, bulbs, cables and sockets
9. Continuous use of energy saving bulbs.
10. Maintenance plan; having a stock of spare parts.
11. Separate the lines for lights from heavy equipment, when wiring such that the heavy loads can be isolated when necessary.
12. Awareness signs near switches, sockets and visible places
13. Build water harvesting systems, with solar pumps.
14. Training staff and students on the energy saving measures.
15. Appointing a Focal Point Officer for energy efficiency in each College/Institute
16. Monitoring and evaluation of the implementation of energy efficiency action plans/strategy.
17. Provide reward incentives to people who save power
Medium and Long Term Plan and Strategies
1. Replacement of old equipment with energy saving ones.
2. Encourage innovations about energy saving
3. Establish agroforestry in the college
4. Passive architectural designs
5. Developing a communication strategy

6. Establish institutional guidelines on energy saving
7. Incorporate energy saving expense in the college budget
8. Incorporate renewable energy in all BTC projects
9. Organise exposure visits

2.7.3 HIV/AIDS

Issues of HIV/AIDS are also incorporated during the training activities based on the stipulated laws, regulations and guidelines such as the National Policy on HIV and AIDS. Some of the activities that have been implemented in relation to HIV/AIDS, by a beneficiary organization in the health sector include:

- a) Testing for the team members and patients at all levels of care
- b) Patient follow-up after outreaches, done during market days, around disco areas etc.
- c) An ARV clinic was established and works 3 days a week
- d) Health education sessions conducted
- e) Transportation of samples that cannot be managed at the facility

See training status report of Holy Family Nyapea Hospital of December 20th 2017.

2.7.4 Children's Rights

Gender, HIV and AIDS and environment are all issues that are directly related to the promotion and the protection of the rights of the child. The project thus emphasises the need for their incorporation in the capacity development trainings of the beneficiary organizations. Actions that have been implemented by the beneficiary organizations in relation to promoting children's rights include:

- a) Development of clear policies on children's rights e.g right to health, being implemented.
- b) Children operated upon after seeking consent from parents.
- c) Policies and guidelines established allowing health facilities to administer treatment to children un accompanied either by parents or guardians.
- d) Creation of a child friendly environment at the health facilities with child related messages placed at different notice boards including the nutritional centre
- e) Reduction on treatment fees for children

2.8 Risk management

Risk management within the day-to-day operations of the project is addressed through a risk assessment and analysis which is carried out by the project team on a quarterly basis, and details of which are included in the MONOP reports which are sent regularly to the representation of Enabel.

The project includes the various issues which present risks to the project, assesses the 'level of risk', the 'type of risk' and the measures put in place to mitigate them. This also ensures that all potential risks to the project and its activities are identified and mitigating measures clearly defined. We found the current process for identifying risks at project level to be appropriate and in accordance with the Technical and Financial File

2.8.1 Risk management 2017

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
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.	TFF (2014) - adapted after baseline (2015)	DEV	Medium	Medium	Medium Risk	The selection process must target organisations that have a minimum access to structural input/support (fe through government, other projects of Enabel or other Development Partners).	PSC	Permanent	The selection of beneficiary organisations took into account synergy with other Enabel projects. <u>(terminated)</u>	In progress
						Application processes must guarantee that eventual structural problems are identified so the STC can decide on not proceeding with the organisation.	PCT	Permanent	<u>(terminated)</u>	
						In case the structural problem is a lack of staffing, a long term training (classic scholarship) combined with bonding might be considered.	STC	Permanent	PSC approved funding modality long term training (and it limitations) <u>(terminated)</u>	
						Permanent coordination with other Enabel projects and other Development Partners. Where needed	PCT	Permanent	Following recommendations of MTR implemented: Formal engagement of SDHR in all relevant meetings of sector project/programs. Strengthen the SDHR-	

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						synergy is to be established.			agenda in those meetings. Formal agreement of collaboration between SDHR and projects. MoFPED to facilitate inter-ministerial dialogues.	
						Coordination with other actors that focus on sustainable improvements of HRD in organisations. Where needed synergy is to be established.	PCT	Permanent	Ongoing Coordination ongoing with Development partners in Health and Environment sectors	
IMPACT: Managers of Beneficiary Organisations are not convinced of the ROI of development of their staff.	Baseline (2015)	DEV	Medium	Medium	Medium Risk	Involve (top) management in the application and training processes (output level)	PCT	Permanent	Realized through calls for applications and the ODS and Training Planning processes but needs permanent attention as involvement in some cases continues to be low. An engagement workshop is planned for January 2017.	In progress
						Involve (top) management in the monitoring and evaluation of training processes (output level)	PCT	Permanent	Planned for in M&E Framework and tools. Recommendation of MTR: involve the working groups (not only management)	
OUTCOME: Increased skills of HR do not lead automatically to improvements in the organisational performance	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 / PCT has collected staffing lists of all BO to monitor retention on a yearly basis. Updating staffing lists.	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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
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.						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 training plan development again attention for the issue is raised. Maintain the attention for necessary conditions at all times.	
						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 / was included as condition in budget instructions and is implemented. <u>(terminated)</u>	
						Permanent coordination with other Enabel 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 Enabel-projects in the Health Sector a more structural dialogue has started also. 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 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	PSC	Jan-16	PSC approved funding modality (and it limitations) and this was communicate to all BO in de budget	

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						TFF).			instruction for their training plan. The provision is used by 40 organisations. Procurement of equipment is pending	
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	Provision for post learning processes included in MoU and budget instruction. Needs further follow-up at training design stage. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	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 providers and they will be asked to customize their training designs to meet these expectations.	PCT	Permanent	Learning outcomes were identified in the training plans but in many BO need further refinement at stage of training design and action plans for linking training to performance. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	
						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	Involve managers in M&E processes. An engagement workshop is planned for January 2017 + Recommendation of MTR: involve the working groups (not only 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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						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	Provision announced to all BO in MoU and follow-up also included in training plans. Draft model for action plans for linking training to performance will be used a first time in October - December 2016. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	
						A specific M&E framework to follow up the transfer of learning to the workplace will be developed.	PCT	May-15	Realised	
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, MoES, MoWE, MoPS and Enabel based on previous experiences and lessons learned.	PC	Feb-15	Realised	Terminated
OUTPUT 1: (Top management within Beneficiary Organisations may not be motivated to make	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. <u>(terminated)</u>	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
improvements in their organisations and/ or are not sufficiently capable to complete the application documents up to a reasonable standard.						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. During training planning and implementation, PCT will continue stressing this focus. <u>(terminated)</u>	
						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 approach.	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 planning phase. <u>(terminated)</u>	
						Specific training for managers	STC	Dec-16	Management involvement keeps on being rather limited. A specific initiative (through training / communication is needed) <u>(terminated)</u>	
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 is also integrated again in the training planning phase.	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 1: STC members are not capable enough nor committed to appraise technical as well as organisational aspects of BO's.	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 2015. Participation was not optimal. In November 2015 also 2 STC-members and 2 CCT-members were replaced.	Terminated
						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	Realised	Terminated
						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	Realised	
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	Realised	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 1: 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-16	Realised	Terminated
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	Realised	Terminated
						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	Realised	
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	Realised	Terminated
						For commitment, processes are designed to facilitate time-investment. Where needed, other arrangements can be foreseen.	PCT	Dec-16	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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 2: The project coordinator has to appraise HRD and training planning and can therefore be in a difficult position during the appraisal process.	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	Realised	Terminated
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	3 STC-meetings for validation planned (Q2 2016) and realised. 6 STC-meetings for validation planned (Q3 2016). (terminated)	Terminated
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	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: Low quality of trainings as the capacity of local providers is limited. For some trainings no providers are available in Uganda.	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 and future procurement).	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). <u>(terminated)</u>	In progress
						Very careful procurement of training and very deliberate choice for the HRD modality (does not have to be always training)	PCT	Permanent	Training databank was developed and based on that a macro procurement planning. Ongoing: coordination on databank and procurement with sector projects and procurement ITA and NTA	
						All training provision is evaluated.	PCT	Permanent	Evaluation and action plan for linking training to performance developed and currently been mainstreamed to all training arrangements.	
						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			

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: Using project funding for other purposes than intended (special attention to ensure that not too much budget goes into allowances)	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 48 Beneficiary organisations were signed. 4 budget workshops were held to stress the importance of good budgeting. <u>(terminated)</u>	In progress
						In the different support processes checks and balances should be built in to ensure proper project funding.	PCT	Permanent	Evaluation and action plan for linking training to performance developed and currently been mainstreamed in all training arrangements. Arrangements developed for all training types.	
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	Ongoing coordination meetings with most important DP are organized (IntraHealth, Baylor, 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	Realised	
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 ongoing.	In progress
OUTPUT 3: There is a risk of an overflow of donor	TFF (2014)	OPS	Low	Medium	Low Risk	The application process must guarantee that absorption capacity is taken into account to	PC	May-15	Realised (service downtime was calculated per BO)	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
engagement (assistance and investment) for some organisations as compared to their absorption capacity					Low Risk	define tailor-made support. Where absorption capacity is limited support needs to be adapted.				
						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).	
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	A draft procurement plan is currently subject of coordination with sector projects - an estimated 39 tender processes will need to be realised in the next 12 months. Involvement of procurement ITA and NTA, <u>Ongoing</u>	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. Staffing lists of all BO are available and allow for an insight in the gender situation.	Terminated
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	Evaluation and action plan for linking training to performance developed and currently been mainstreamed to all training arrangements. <u>ongoing</u>	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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Specific attention will be built in to design training trajectories to ensure transfer of skills to the workplace	PC	Jul-15	Post-training requirements taken into account in training planning formats and budget instruction	
						A specific M&E framework for training will be developed.	PC	Jun-15	Realised	
GENERAL: Limited ownership of MoH, MoES, 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	Permanent	Ongoing	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. This communication needs to been taken up again.	
GENERAL: Staff members of MoH, MoES, MoWE and Enabel designated to the intervention may not have sufficient time available for implementing the activities.	TFF (2014)	OPS	Low	Medium	Low Risk	Meetings, as well as requests for feedback will be organized in an efficient and effective way.	PCT	Permanent	Ongoing	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	Ongoing	
GENERAL: Low interest of Uganda's partners for some components of	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	Realised	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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
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	Realised	
						Alignment with existing HR development policies and support provided to facilitate their implementation	PCT	Permanent	MoPS has formally requested to be more involved in the project, were invited for PSC of Feb 2016 but did not show up. This happened again in Oct. 2016. Chair of the SC will take an action towards MoPS.	
						HR-departments of MoH, MoES, MoWE are selected as beneficiary, so the project has for them also a benefit and is not just extra work.	PSC	May-15	Realised	
GENERAL: Lean HR-set-up of the project limits projects capacity to ensure proper training arrangements and quality control of training and support processes.	PSC IV	OPS	Medium	Medium	Medium Risk	Develop a note on the situation and present to next PSC	PC	Jun-16	Issue discussed twice in PSC, PSC decided in last meeting not to approve the proposal and transferred the matter for further discussion to the CCT. Further discussion in CCT has not been done as no new data were available and 2 CCT members were also present in the last PSC. The matter was discussed again in PSC of Oct 2016 and it was agreed to (1) prolong contract of scholarship officer, (2) use provision for Secretary to recruit 1 Training Assistant, (3) ensure that the MTR analyses the HR situation.	Terminated

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	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Ensure 100% availability of Financial and Administration Officer (transfer of his responsibilities with regard to Study Fund, HHSP and VAT)	ResRep	Jan-15	Realised	
						Recruitment of 3 training assistants	PC	3 rd April	Realised	
						Ensure 100% availability of Scholarship Officer (transfer of her responsibilities with regard to Junior Assistants)	ResRep	Jan-15	Availability agreed until end 2016 with agreement of continuing after 2016 with a training officer. In Oct 2016 SC decided to prolong the Scholarship Officer until the end of the project.	
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	Low	Medium	Low Risk	Develop a strategy note on the situation and present to next PSC	PC	Jan-15	Budget framework developed and agreed on in PSC (Febr 2016)	Terminated

3 Steering and Learning

3.1 Strategic re-orientations

The following strategic reorientations were made so far:

1. Ensure all selected beneficiary organisations are on board and move more or less at the same pace through phase 3. This will allow grouping up of trainings of similar nature, share the budgets for trainers that are expensive and save costs related to individual and isolated training programs.
2. Maintain an approach of keeping the ownership and ensuring participation at the level of beneficiary organisations. This has guaranteed so far that the results obtained are of high quality. Careful in-house development of tools and arrangements and deliberate choices in their roll out and use (for example a hands-off approach by supporting consultants) also are key in the quality approach. The working groups established at the assessment phase should be re-activated and a team of 1 or 2 internal coaches should be trained to manage the change process at organisational level. The leadership of each BO should be formally included and guided in the preparation and implementation of the change plan. The focus on ownership should be maintained throughout.
3. Some of the useful reflections that the SDHR project could use in ensuring sustainability are; use the BO management structures for continuous engagement with the BO's even after the trainings; invite the sector technical committee members to the training activities within relevant sectors; identify role models and use them as ambassadors to inspire improvement in the training programs; sharing best practices and sharing them during the BO management meetings.
4. The Steering Committee should consider setting the outcome level target indicators as follow:
 - a) Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans) at 3.5/4⁸.
 - b) Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard at 3-5 improvement areas at 3.3/4.
5. Since starting up the actual training delivery (phase 3) the project team has introduced an additional tool to stimulate and monitor the actual transfer of learning. This tool is an Action Plan for Linking Learning to Performance. This may require the project to consider a 4th phase within the project "readiness for implementing change" recommended by the Mid Term Review (MTR). The phase will be focused on developing the action plans and follow up its implementation.
6. Synergy was strengthened within Enabel by:
 - a. The approval to include the organisations of SSU also as beneficiary organisations of SDHR. This has allowed SDHR to support baseline and business planning processes for SSU.
 - b. The start-up of the Programme Approach in the Education Sector that allows for more formal internal coordination.

3.2 Recommendations

Recommendations are given below to the relevant stakeholders regarding strategies and activities to be taken up by the project as the implementation phase goes on:

	Recommendations	Actors	Deadline

⁸ The level of satisfaction is measure on a scale of 1 – 4 where 4 is excellent, 3 is good, 2 is fair and 1 is weak.

<p>IMPACT: Improved service delivery of Ugandan institutes and organisations</p>	<ol style="list-style-type: none"> 1. Continue to follow the underlining principles in the training policy (Uganda Public Service Training Policy 2006). The principles include:- Professionalism, transparency, equal opportunity, affirmative action, demand driven approach and value for money. 2. Strengthen the management and monitoring capacities of BOs department through: <ol style="list-style-type: none"> a. Continuous capacity building activities of the working teams b. Follow-up of the action plans developed after the training. c. Enhancement of the management buy in and ownership of the changes they wish to see in their institutions. 	SDHR Team	Ongoing
<p>OUTCOME: Increased skills of human resources of selected BOs in the health, environment and education sectors</p>	<ol style="list-style-type: none"> 1. Set the satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans) at 3.5/4 	PC	Feb 2018
	<ol style="list-style-type: none"> 2. Set the satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard at 3-5 improvement areas at 3.3/4 	PC	Feb 2018
<p>OUTPUT 1: Effective selection of BOs and effective appraisal of applications</p>	<ol style="list-style-type: none"> 1. Promote high levels of participation among the members of the STC in the ongoing training and development programs of their ministries. 2. Regularly report the progress and results of training and development programs to ensure that issues are picked and dealt with early enough during the implementation process. 3. Involve the STC in the planning and implementation of the BO management 	PC	Ongoing

	meetings. Use the opportunity to share the project stories of impact.		
OUTPUT 2: Selected BOs are strengthened to develop their HR Development Plan linked to organizational performance	1. Give due consideration to the possible skills, attitudes, behavioural and attitudinal changes that may come with improved performance of the target institutions – measure the level of confidence for the beneficiary organisations to carry on with these activities when the project is phased out.	Project M&E Officer	2 nd quarter of 2018
OUTPUT 3: Activities selected from the HRD Plan effectively implemented	1. Collect and publish success stories and stories of change from the beneficiary institutions	SDHR Project team	By end of quarter 2 of 2018
OUTPUT 4: Individual scholarships are managed	1. Distribute key information of tracer study that was conducted in 2017 with individual scholarships 2. find out where the active scholars are, what they were doing and whether the studies they did improved their career or to some extent benefitted the organization they are working for. 3. Establish an alumni of the Enabel scholars that benefitted from scholarships	PC	Quarter 1

3.3 Lessons Learned

Lessons learned	Target audience
1. The organisation of selection rounds (calls for applications) has been redesigned and a phased integrated capacity development framework was developed.	PSC, Enabel Representation, other projects, Enabel 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, Enabel Representation, other projects, Enabel 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 to formalise the links between the elements in the portfolio.	PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)

<p>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.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>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 Enabel and other DPs)</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>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.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>7. A consistent focus on ownership and participation is a key characteristic to ensure sustainable capacity development. In SDHR organisations did their own organisational assessment, formulated their own improvement goals, and developed their own training plan as well as its budget. This consistent approach as such has been recognised as capacity building. The project has realised this through engaging the organisation (mobilisation workshops for the broader organisation), management events, memorandums of understanding, working groups per organisations and hands-off consultancy support.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>8. Long term training only should be granted if it bridges the organisational gaps and if there is clarity on the position and the conditions for the students after returning to the organisation.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>9. Capacity Development starts with the participatory process of organisational assessment and HRD planning but is not finished until organisational performances have increased. Substantial follow-up of transfer of learning is needed as well as concrete pathway to guide towards organisational change.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>10. Models and languages of the approach should be tailor-made to the organisations and leave room for discussions about the informal realities (culture, work ethics, etc.).</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>11. Scholarship Programmes & CD/OD programmes are in principle two separate activities with a different perspective. They should not necessarily be integrated in one programme although if the organisational development perspective is clear scholarships (that are limited in terms of reasonable duration or flexible in terms of modality) can be useful.</p>	<p>Enabel HQ (OPS, EST)</p>

<p>12. Creating a Belgian Alumni (organisation/fund/...) in a sustainable way needs significant initial support and a clear interest from all sides.</p>	<p>Embassy, PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>
<p>13. Skills development can be achieved through attachments and observations and hands on training with limited resources. Skills development can be achieved with a motivated staff, this motivation may only come through encouraging, working with the BOs to develop and implement their action plans.</p>	<p>Enabel HQ (OPS, EST)</p>
<p>14. Technology is a key player in the quality of staff training Therefore the flexibility of Enabel in making possible to take on both competence areas in ICT as a key training area is a big contribution to meeting the demands of service delivery in Uganda.</p>	<p>Enabel HQ (OPS, EST)</p>
<p>15. The project has a big potential to make reforms at policy and macro level with regard to the improved performance of the BO and improved service delivery. More opportunities need to be sought to present the key issues/ observations stemming from the project operations.</p>	<p>PSC, Enabel Representation, other projects, Enabel HQ (OPS, EST)</p>

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
	√			
1.1 What is the present level of relevance of the intervention?				
√	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?				
√	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
		√		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
√	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		
√	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.		
√	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				
<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 EFFECTIVENESS : total score	A	B	C	D
		√		
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.		
√	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?				
	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).				
<i>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</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
			√	
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.		
√	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.		
√	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.		
	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).		
	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	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Delay on the implementation of the training plans.	Feb 2017	JLCB	JLCB	Fast track procurement (especially big tenders).	PCT	End Q2 2017	23 Tenders Worth 1,588,791 Euros have been awarded.	Ongoing
Enhance the chances for sustainability (taking into account it is a pilot project)	Feb 2017	JLCB	JLCB	Write a formal letter to MoPs, inviting them to improve/increase participation in the project activities.	CHAIR / PC	Q1 2017	No progress	To be started in 2018
	Feb 2017	JLCB	JLCB	Keep on informing the senior managers in the three sectors at ministry level and engage MoFPED where action is needed.	PCT	Permanent	Ongoing contacts and participation in relevant working groups in MOWE and MOH.	Ongoing
	Feb 2017	JLCB	JLCB	Enabel and MoFPED to raise the issue at the next policy dialogue between Uganda and Belgium.	CHAIR – CO-CHAIR	Q1 – Q2 2017	Issue raised, to be followed up and the project to seek fora where the policy issues related to the project can be presented for action	Ongoing
Distribute key information of tracer study with individual scholarships	Feb 2017	JLCB	JLCB	Full report of the tracer study will be presented in the next steering committee meeting.	PCT	Next SC	The issues were presented in the SC of Feb 2017	Closed
Follow-up MTR	Feb 2017	JLCB	JLCB	The Action Plan for Linking Learning to Performance is the concrete basis for follow-up within the organisation (by the working group) and by the project team.	PCT	From now onwards	Eventual adjustment to indicators to be realised in Annual Report 2017	Closed

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				The Action Plan for Linking Learning to Performance is not mentioned in the project indicators and could be picked-up.				
Follow-up MTR	Feb 2017	JLCB	JLCB	Engage the working groups in the follow-up of training and consider training them, focus on developing the Action Plan and follow-up its implementation.	PCT	From now onwards	This was shared in the BO management meeting and the structures for the working groups has been maintained	Ongoing
Follow-up MTR	Feb 2017	JLCB	JLCB	Make additional budget available for training follow-up/M&E.	PC / CHAIR & CO-CHAIR	Q2 2017	The budget modification presented to the SC in October had this considered	Closed
Follow-up MTR	Feb 2017	JLCB	JLCB	Formal engagement of SDHR in all relevant meetings of sector project/programs. Strengthen the SDHR-agenda in those meetings. Formal agreement of collaboration between SDHR and projects.	CO-CHAIR	From now onwards	Realised	Closed
Follow-up MTR	Feb 2017	JLCB	JLCB	MoFPED to facilitate inter-ministerial dialogues.	PCT	From now onwards	Not realised. Topic to be raised in the feb 2018 steering committee meeting	Ongoing
Follow-up MTR	Feb 2017	JLCB	JLCB	Develop with the CCT a concrete policy agenda on a few strategic HR and CD related topics (on budget of A_01_02 / study fund) (agenda points can be for example: bonding, institutional diagnosis	PCT	Q2 2017	Ideas raised by the memers of the CCT decided on this topic "Enhancing the	The study will be conducted in May 2017

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				of the civil service system (strategic HR management ...).			efficiency and effectiveness of employee learning and development in the public sector”	
Compensate small costs made by the SPOCS	Feb 2017	JLCB	JLCB	Formal and transparent agreement on it (1 page contract signed by both the organisation (director), the SPOC and Enabel)	PCT	Q1 2017	Realised	Closed
	Feb 2017	JLCB	JLCB	Buy an internet stick for all SPOCs (70.000 UGX each)	PCT	Q2 2017	Realised	
	Feb 2017	JLCB	JLCB	335,000 UGX and 255,500 UGX per person per quarter for the Hard to Reach BOs and NOT Hard to Reach BOs respectively. Trimester payment of a lump sum to the SPOCs through Mobile Money. The payment will be split into 2 payments: the part of airtime will be sent to the SPOCs numbers as a monthly bundle	PCT	Q2 2017	Realised	
Follow-up MTR	Feb 2017	JLCB	JLCB	Formalize the link with the sector projects so that their field staff can be engaged in follow-up.	CO-CHAIR	From now onwards	SDHR is participating in management committees of TTE and SSU	Ongoing

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Follow-up MTR	Feb 2017	JLCB	JLCB	As almost all organisations are shared with the sector projects, more leverage in terms of support can be expected from the respective sector steering committees.	CO-CHAIR	From now onwards	This has been taken up through management committees	Ongoing
Follow-up MTR	Feb 2017	JLCB	JLCB	Enhance the team capacity. Recruit 3 instead of 1 Training Assistant, work station = Kampala with frequent travel up-country and extend the contract of the ITA to the end of the project period.	Enabel	Q1 – Q2 2017	Recruitment realised, 3 TAs started on 01/04/2017	Closed
Follow-up MTR	Feb 2017	JLCB	JLCB	Verify equipment needs through a consultancy. If verification proofs additional investment in equipment is needed then there are 2 options: ensure investments from sector projects AND/OR enhance the expenditure threshold within the training plans (implying less training events per plan implemented).	PCT	Q1 – Q2 2017	Consultancy ongoing. The assessment outcomes will be presented in the SC meeting of Feb 2017	Ongoing
Follow-up MTR	Feb 2017	JLCB	JLCB	Allow flexibility around age limit for people over 40 years for long-term training = no flexibility for full-time courses but flexibility for part-time (weekend/evening courses).	PCT	ongoing	Realised	Closed
Follow-up MTR	Feb 2017	JLCB	JLCB	Create a monitoring system for follow-up of BO-engagement with reporting on the status to Steering Committee. Evaluation of the engagement of the organisations (with actions such as budget modifications at the level of training budget per organisation) beginning 2018.	PCT	From now onwards	This has been followed in the SC meetings of 2017	Ongoing
Halt funding to HMDC	October 2017	JLCB	JLCB	Respect the decision of the Special Partner Committee	CHAIR / PC	From now onwards	Realised	Closed

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Include VTI in Karamoja, without affecting the SDHR budget.	October 2017	JLCB	JLCB	Inform SSU Steering committee about the decision	PCT	Q4 2017	Realised	Closed
Follow-up of proactive approach Transversal Themes	October 2017	JLCB	JLCB	Inform SC on progress of the proactive approach to Transversal Themes	PCT	Q1 2018	To be completed in Q1 2018. It was delayed by the cancellation of the mission arranged for TTs in November 2017	
	October 2017	JLCB	JLCB	The project will engage in continuous discussions with the environment sector and take care of double funding issues in case they come up.	PCT / MOWE	Q1 2018	This is being followed	Ongoing
	October 2017	JLCB	JLCB	Critically analyse the existing training initiatives in the sector and exclude what has been done by the ministry already.	PCT / MOWE	Q1 2018	This is being followed	Ongoing
Implement the HR updates:	October 2017	JLCB	JLCB	Implement the actions that come with the decision to (1) adjust budgets based on salary evolutions (indexation ...) for current staff, (2) Replacement of the project coordinator, (3) change the function title of the scholarship officer to 'training officer' to reflect better the core results of her employment, (4) Increase the support staff with 1 additional accountant and administration officer, (5) Increase the support staff with part-time support for M&E and ICT	PCT	Q4 2017 - Q1 2018	The procurement processes for the Accountant will be completed in Feb 2018. Other HR updates have been realised	Ongoing
Approval of the	October	JLCB	JLCB	Implement the actions that come with	PCT	Q4 2017	Realised	Closed

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
budget modification proposal	2017			the decision				
Compensate small costs made by the CCT members	October 2017	JLCB	JLCB	Formal and transparent agreement on it (1 page contract signed by both the organisation (director), the CCT member and Enabel)	PCT	Q4 2017	Realised	Closed
	October 2017	JLCB	JLCB	Buy an internet stick for all CCT members (70.000 UGX each)	PCT	Q4 2017		
	October 2017	JLCB	JLCB	255,500 UGX per person per quarter. Trimester payment of a lump sum through Mobile Money. The payment will be split into 2 payments: the part of airtime will be sent to the numbers as a monthly bundle	PCT	Q4 2017		
Develop a concrete policy agenda on a few strategic HR and CD related topics (on budget of A_01_02 / study fund) (agenda points can be for example: bonding, institutional diagnosis of the civil service system, accreditation ...). Sustainability issues with respect to training should be part of that agenda.	October 2017	JLCB	JLCB	Continue inviting to MoPs to improve/increase participation in the project activities.	CHAIR / PC	Permanen t	The project will be taking advantage of the structures existing in the ministries to from HRD related issues culminating from the implementation of its activities.	Ongoing
	October 2017	JLCB	JLCB	Keep on informing the senior managers in the three sectors at ministry level and engage MoFPED were action is needed.	PCT	Permanen t		
	October 2017	JLCB	JLCB	Enabel and MoFPED to follow-up the issue at the next policy dialogue between Uganda and Belgium.	CHAIR – CO-CHAIR	2018		
	October 2017	JLCB	JLCB	Develop with the CCT a concrete policy agenda on a few strategic HR and CD related topics (on budget of A_01_02 / study fund) (agenda points can be for example: bonding, institutional diagnosis of the civil service system (strategic HR	PCT	Q4 2017		

Decision	Action				Follow-up			
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				management ...).				
Follow-up MTR	October 2017	JLCB	JLCB	Engage the working groups in the follow-up of training and consider training them, focus on developing the Action Plan and follow-up its implementation.	PCT	From now onwards	The project plans coaching and mentoring sessions for the working groups	To be done oon Q1 of 2018

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

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
OUTPUT 1: Effective selection of BOs and effective appraisal of applications	1.1 Selection, application and appraisal methodology (incl. tools) in place and regularly updated.	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
	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.	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

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
	needs.											
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 capacity development plan	n.a.	44	10	20	44	44	Nr of BO's	Registration form, STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	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

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
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, women)	0	tbd	tbd	tbd	tbd	tbd	Numbers	TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02
	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:	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
											Training Manager	
	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
	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

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
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 / Consolidation: Scholarship Officer	Z_04_02
	4.5 Number of	0	4 (1/year)	1	2	3	4	Number	Project	Quarterly	Data	A_04_04

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
	events for members organised							of events	files		collection: Scholarship Officer / Consolidation: Scholarship Officer	
	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

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
Planning ETR (registration of report)	2018-2019 (estimate)
Backstopping missions since 01/01/2014	<ol style="list-style-type: none"> 1. BSM related to other projects make 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 Stoop Consulting (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. 5. BSM to define a pro-active training offer for cross-cutting themes was conducted in Q3 2016. Report approved by PSC in October 2016.

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 and 2 are available.
- Training status reports are available.
- A report of the Alumni Interest Survey was made.
- A Flickr page was opened for sharing photos.
- Project banners were developed and used intensively in all project events.

- A press back-drop and stickers were developed for the Alumni event.
- Videos were shot at the alumni event and news was made available on social media.
- The Project Presentation PowerPoint was updated and is used on various occasions since.
- An approved communication plan is available.
- Given the intense communication with 49 organisations and 5 ministries the project is constantly looking into professionalising the communication flow (currently this is mainly realised through email communication). A first e-Brief was send out in 2016.