BTC

BASELINE REPORT

Improve teacher training in
National Teachers' College
MUNI
UGA 15 029 11

KALIRO
UGA 15 030 11

MUBENDE and KABALE
UGA 15 031 11

BTC CONTENTS HEADING

1. Intervention Form

Country	UGANDA
PROJECT NAME	IMPROVE TEACHERS SECONDARY EDUCATION IN THE NATIONAL TEACHERS' COLLEGES MUNI, KALIRO, MUBENDE AND KABALE
PROJECT CODE	UGA 29 029/030/031 11
INTERVENTION ZONE	Teacher Training Education in Uganda
BUDGET	Muni: 7,5 million euro; Kaliro: 7,5 million euro; Mubende/Kabale: 8 million euro.
PARTNER INSTITUTION	Ministry of Education and Sports (MoES)
DATE OF SPECIFIC AGREEMENT	4/11/2015 (Muni & Kaliro); 28/07/2016 (Mubende/Kabale)
PROJECT END	3/11/2019 (Muni & Kaliro); 27/07/2020 (Mubende/Kabale)
EXPIRY SPEC AGR	3/11/2020 (Muni & Kaliro); 27/07/2021 (Mubende/Kabale)
DURATION (MONTHS)	60 months (projects 48 months)
TARGET GROUPS	All: Management, staff and students of NTCs Muni, Kaliro, Mubende and Kabale. Muni: Management and staff of the Construction Management Unit (CMU) and the Procurement and Disposal Unit (PDU) of the MOES. Kaliro: Management and staff of the Teacher and Instructor Education and Training (TIET) department of the MOES.
GO	Muni & Kaliro: Increased access to quality post-primary education and training, as part of Universal Post-Primary Education and Training (UPPET). Mubende/Kabale: Contribute to improved quality of post primary education and training, as part of Universal Post-Primary Education and Training (UPPET).
SOs	Muni & Kaliro: Improved teaching and practice-oriented learning facilities sustained by strengthened management. Mubende & Kabale: NTC Kabale and Mubende produce competent teachers through effective use of acquired management and pedagogical competencies and proper use of infrastructure and facilities.
RESULTS	*Result 1 Muni & Kaliro: The organisational and financial management capacity of NTC Muni/Kaliro to deliver its strategic priorities is strengthened.* *Result 1 Mubende/Kabale: Management competencies and implementation capacities of NTC Kabale and*

	Mubende strengthened.
	Result 2 Muni & Kaliro: Access to quality training and learning facilities in NTC Muni/Kaliro is increased. Result 2 Mubende/Kabale: Appropriate teaching and learning environment and facilities available at NTC Kabale and Mubende.
	Result 3 Muni: The Capacity of CMU and PDU to deliver their services in a timely, efficient and effective way is strengthened.
	Result 3 Kaliro: The institutional and organisational capacity of the TIET Department is strengthened.
	Result 3 Mubende/Kabale: Pedagogical approaches to pre- and in-service teacher training effectively applied at NTC and in partner schools.

2. Introduction

This Baseline Report is the final product of the Baseline process. It is the result of the implementation of the Baseline Workplan.

It has been developed in December 2016 with the support of a backstopping mission which expected results were:

Scope of Work

The consultant shall undertake the following activities;

i. Organization and facilitation of a Baseline workshop with partners (with representatives from the project management team (PMT) of the 3 projects and the partner organizations: TIET, CMU, PDU and the 4 NTCs) addressing the following issues:

a. Revise/update the Theory of Change of TTE

b. Discuss and validate the integrated monitoring framework

ii. Organization and facilitation of a workshop with the PMT to:

a. Update the risks management plan of the projects

Deliverables

The expected results in terms of deliverables shall include:

i. Revised Theory of Change

ii. Reports of both workshops, including:

a. Updated elements of the monitoring framework

b. Updated risks management plan

Workshop outline

The workshop was held in the river a setting outside of Kampala

The objectives and the outline of the ToC workshop were discussed beforehand and can be found below. To a large extent this has been followed. The only difference is that groups 3 and 4 as initially foreseen were joint together into 1 – pedagogical approaches.

Draft outline ToC + Monitoring workshop framework

Objectives:

- Update / revise the ToC as input for:
    - o the checking the integrated monitoring framework
    - o obtaining inputs for the development of a risk management plan.
- *Complete integrated monitoring framework (unified / clear set of indicators)*

GROUP 1	**Organisational Capacity Development (NTC Mgt.)**
GROUP 2	**Training and Learning Facilities**

GROUP 3	Institutional Development (TIET / CMU / PDU)
GROUP 4	Quality teaching (pedagogical approaches)

Workshop Programme

Monday   12 December

09.00	Official Opening
09.15	Introductions and Expectations / integrated monitoring matrix + ToC
09.45	Objectives of the workshop
10.00	Happy Horse – Results definitions
10.30	Break
11.00	Happy Horse + Link with integrated monitoring matrix
11.45	Brief overview of ToC process
12.00	Lunch Break
13.00	Plenary Check ToC (outcome => impact)
14.15	Group Work (groups 1 – 4): outputs => outcome + activities => outcomes
15.30	Break
15.45	Share group work results + Feedback
16.15	Group Work 2 (groups 1 -4): continued
16.45	Winding up + conclusions
17.00	Closure of the day

Tuesday   13 December

09.00	Recap
09.30	Identification of key risks and assumptions (groups 1 – 4)
10.30	Break
11.00	Indicators outcome and Impact
12.00	Lunch Break
13.00	Simultaneous sessions Group Work 1 Indicators outputs Group Work 2 Risk Assessment
15.30	Break
16.00	Continued group work
16.45	Prepare for feedback session wednesday
17.00	Closure of the day

Wednesday   14 December

09.00	Recap
09.15	Presentation of group work results
10.30	Break
11.00	Feedback + Follow-up steps

| 12.00 | Closure |

During the afternoon on Wednesday, work continued in smaller team as part of follow-up

3. Final monitoring framework

3.1   The Intervention Logic

During the common Theory of change workshop under the framework contract between BTC and MDF has fostered the strategic discussions for the integrated implementation of the different interventions made already significant progress.

3.2   The Monitoring Matrix

This chapter describes, per level, how the intervention will monitor its results[1]. It proposes a realistic and operational monitoring system[2].

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[1]

It is recommended to have the different indicators detailed in indicator forms. This is particularly relevant for complex indicators.(see annex:4.2)

[2] Whether the indicator is qualitative or quantitative, the monitoring matrix should always be filled in as much as possible.

Impact level

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)	Source/ Means of Verification	Frequency
Global objective / Impact: Increased access to quality post- primary education and training, as part of Universal Post-Primary Education and Training (UPPET)								
Use of skills / competences in post - primary education and training	Extent to which NTC graduates (male and female) have become teachers in secondary schools and/or training institutes and who indicate that they have been able to apply their teaching skills	-	-	-	-	-	Tracer study / questionnaires to be sent out on a yearly basis to NTC graduates	Annually
Quality of post-primary education	S4 completion rate	English S2 : 49,3% Maths S2 14/15: 41,5% Sciences (Biology) S2: 20,5%	English S2 : 49,3% Maths S2 14/15: 41,5% Sciences (Biology) S2: 20,5%	English S2 : 49,3% Maths S2 14/15: 41,5% Sciences (Biology) S2: 20,5%	English S2 : 49,3% Maths S2 14/15: 41,5% Sciences (Biology) S2: 20,5%	English S2: 100% Maths S2: 100% Sciences (Biology) S2: 100%	Joint Assessment Framework MoES annual performance reports TIET annual performance reports	Annually

Quality of post-primary education	% of students reaching defined levels of average competence in selected subjects / learning areas in (non-) target schools.	Completion rate: 40% Passing rate: 95,7%	Completion rate: 40% Passing rate: 95,7%	Completion rate: 40% Passing rate: 95,7%	Completion rate: 40% Passing rate: 95,7%	Completion rate: 100% Passing rate: 100%	Joint Assessment Framework MoES annual performance reports TIET annual performance reports	Annual

Outcome level

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)
Specific objective / Outcomes: **NTCs produce competent teachers through: 1) effective use of acquired management, 2) proper use of improved infrastructure and facilities, and 3) pedagogical competencies**						
Effective management	Existence of Annual Action Plan and financial Plan derived from the Strategic Plans for each Institutions				TTE1 data for 2016: 15/20 expected plans available	1/institution
Effective management	% of progress of implementation of each Action Plans	No data available as action plan are yet to be refined	No data available as action plan are yet to be refined	No data available as action plan are yet to be refined	No data available as action plan are yet to be refined	At least 70% of the planned activities are successfully implemented.
Effective management	Average satisfaction with overall college environment (aspects that clearly relate to management) (disaggregated by male/female)				Overall 3.0: Teachers 3.1 Students 2.9 Admin 3.0 Support 3.0	3.5
Effective use of facilities	Average satisfaction of students, teachers, users with overall college infrastructure (disaggregated by male/female)	3.4	3.3	-	-	3.5
Effective use of facilities	% of implementation of NTC master plans	TBD	TBD	TBD	TBD	TBD

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)
	(infrastructure component)					
Effective use of pedagogical competences within NTCs	Average satisfaction of student/teachers with teaching and learning in the college				Overall 3.2: Muni 2.8 Kaliro 3.4 Mulago 2.8 NICA 3.1	3.5
Effective use of pedagogical competences within NTCs	Level of application of ATL in practice within NTCs	Average score for the use of ATL methods by teaching staff, as assessed during classroom observations in supported colleges.			3,2	3.5

Output level

Output 1: Organisational and financial management capacity of NTCs has been strengthened

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)
Output Area 1: Strategic management and implementation capacity of NTCs strengthened						
Strategic management	SDHR: Average performance score given by NTC staff (organisational self-assessment : 10 dimensions)	TBD	2,8 (on a scale from 1-4)	2.11	2.44	Target for priority areas : 3.5 Target for non-priority areas : 3.0
Strategic management	Number of Performance Enhancing Plans derived from the NTCs strategic Plans and Skill development plans (SDHR)	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	**4**
Staff management	Time on Task (academic and admin staff)	TBD	TBD	TBD	TBD	TBD

Financial + Administrative management	Number of NTCs with financial and procurement procedures in place	Criteria to be defined	Criteria to be defined	Criteria to be defined	Criteria to be defined	4
Financial + Administrative management	Number of NTCs whose academic and financial management processes are digitalized	0	0	0	0	4
Financial + Administrative management	Execution rates (global / Grants agreements)	To be collected for FY 2016/17	To be collected for FY 2016/18	To be collected for FY 2016/19	To be collected for FY 2016/20	90.00%
Financial + Administrative management	% of rejected expenses	-	-	-	-	Less than 5%
Sustainability of the Result Based Management	Number of toolboxes and manual of procedures available		Needs still to be defined			1 /key functions or process
Sustainability of the Result Based Management	Number of "champions" and "mentors' for each key position	0	0	0	0	At least 1/position Number of key position to be defined
Sustainability of the Result Based Management	Number of Governing council fully operational	Criteria to be defined	Criteria to be defined	Criteria to be defined	Criteria to be defined	4
CCI	Number of annual work plans on HIV/aids and gender implemented by the college for the period 2016-2020	0	0	0	0	4

Output 2: Better access to initial teacher training

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)
Output Area 2.1: Improved access to quality (sustainable) training and learning environment and facilities						
Access to quality training and learning facilities	Number of infrastructure constructed according to benchmarked standards of the sustainable and renewable energy designs	0 dormitories 0 training facilities	0 dormitories 0 training facilities	0 dormitories 0 training facilities	0 dormitories 0 training facilities	TBD after need assessment for Mubende and Kabale
Access to quality training and learning facilities	Number of facilities meeting minimum safety standards	To be collected	To be collected	To be collected	To be collected	TBD after need assessment for Mubende and Kabale
Maintenance of training and learning facilities	Number of NTCs with operational maintenance and assets management plan in place	1	1	0	0	4
Maintenance of training and learning facilities	% of progress of implementation of each maintenance and asset management plans + Execution rates	-	-	-	-	Criteria to be defined 90%
Sustainability of facilities	Positive evaluation of sustainability of training and learning facilities	TBD	TBD	TBD	TBD	TBD

Sustainability of facilities	Level of appreciation of lessons learned with establishment and maintenance of sustainable training and learning facilities	TBD	TBD	TBD	TBD	TBD
Output Area 2.2: CMU and PDU strengthened						
Strengthened CMU	Number of Performance Enhancing Plans derived incl Skill development plans (SDHR)	0				1
Strengthened PDU	Performance Enhancing Plans derived from the strategic Plans	0				1
Efficiency of the service delivery	Level of timeliness of the procedures with involvement CMU / PDU	TBD				Criteria to be defined 90%
Sustainability of the Result Based Management	Number of toolboxes and manual of procedures available	Needs still to be defined				1 /key functions or process
Sustainability of the Result Based Management	Number of "champions" and "mentors' for each key position	0				At least 1/position Number of key position to be defined

Output 3: Support and Supervision system in place

Result	Indicator/Progress Marker Updated at ToC workshop	Baseline Muni	Baseline Kaliro	Baseline Mubende	Baseline Kabale	Target (2020)
Output Area 3: Supervision and Monitoring System in place						
Strengthened M&E framework	Number of quarterly meetings at each level	To be collected	To be collected	To be collected	To be collected	4
Strengthened M&E framework	Attendance /categories of stakeholders	-	-	-	-	80.00%
Strengthened M&E framework	Data completion rates	-	-	-	-	80.00%
Sustainability of the Result Based Management	Number of toolboxes and manual of procedures available		Needs still to be defined			1 /key functions or process
Sustainability of the Result Based Management	Number of "champions" and "mentors' for each key position	0	0	0	0	At least 1/position Number of key position to be defined
Output Area 3.1: TIET Supervision and Monitoring strengthened						
Strengthened Supervision and Monitoring	Average satisfaction of female and male staff with the amount and quality of support supervision provided by TIET				Overall 3.0: Muni 3.2 Kaliro 3.1 Mulago 2.6 NICA 3.1	3.5
Strengthened Supervision and Monitoring	Level of availability of NTC data in TIET M&E system	TBD with EPPAD	TBD with EPPAD	TBD with EPPAD	TBD with EPPAD	TBD with EPPAD

Strengthened Supervision and Monitoring	SDHR: Overall performance score given by TIET members during organizational self-assessment exercise		2,6 (on a scale from 1-4)			3.0
Strengthened TIET	Number of Performance Enhancing Plans derived from the NTCs strategic Plans and Skill development plans (SDHR)	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	SDHR plans and Strategic plans still to be integrated	1
Sustainability of the Result Based Management	Number of toolboxes and manual of procedures available		Needs still to be defined			1 /key functions or process
Sustainability of the Result Based Management	Number of "champions" and "mentors' for each key position		0			At least 1/position Number of key position to be defined
Output Area 3.2: KYU pedagogical support strengthened						
Strengthened pedagogical support	Average satisfaction of female and male staff with the amount and quality of support supervision provided by KYU				Overall 3.0: Muni 3.2 Kaliro 3.1 Mulago 2.6 NICA 3.1	3.5
Strengthened pedagogical support	KYU Online Pedagogy support system in place				0	1
Strengthened pedagogical support	Number of CPD trainings / support actions conducted in line with specific identified needs as expressed by NTCs	To be collected	To be collected	To be collected	To be collected	TBD

Mentoring Committees	Mentoring Committees established and operational (in line with gender equality criteria)	To be collected	To be collected	To be collected	To be collected	TBD
Mentoring Committees	Level of implementation of Mentoring Committees work-plans	To be collected	To be collected	To be collected	To be collected	TBD
Mentoring Committees	Level of learning (development/improvement) by the Mentoring Committees	To be collected	To be collected	To be collected	To be collected	TBD

3.3 Risk Management Plan

L=Low, M=Medium, H=High and VH=Very High

Risk Identification		Risk analysis			Risk Treatment			Follow-up of risk	
Description of Risk	Period of identification	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Output 2: ACCESS									
Procurement delays (long approval process)	Dec-16	H	H	H	Plan for it timely Strong communication All actors to speed up their actions Report progress/delays and escalate timely to PS and steering committee Move to own-management	PMT	Next Steering Committee Continuous		
No land title in possession of Mubende but in the land office	Dec-16	H	H	VH	Start early to request for title in the name of Mubende and report back	NTC mubende and MOES	Q1		
Construction below expected quality Delayed completion of construction	Dec-16	H	L	M	Intensify monitoring and supervision. Take firm decisions when needed	Infra team	During construction process		
Unrealistic expectations	Dec-16	H	L	M	Manage expectations: Transparency through Result based M&E framework Quick Wins	PMT	Continuous		
No timely release of GoU funds (co-management for VAT)	Dec-16	M	M	M	Timely advocate for budget allocation and follow up on release	PMT towards PS	Next Steering Committee		
					Involvement, sensitization, awareness				
Output 2: QUALITY OF EDUCATION									
Not an updated NTC curriculum and not aligned to Secondary curriculum	Dec-16	H	M	M	Review curriculum and infuse ATL in the existing curriculum	KYU (and NTC)	2017		
Sustainability of the mentorship program	Dec-16	M	M	M	Institutionalize mentorship program in NTCs = inclusion in planning and monitoring framework + Assess financial needs to be included in the 'estimation of cost for quality teacher education'	TIET	2017		
KYU-TIET not at same pace with pedagogical interventions (no full coordination)	Dec-16	M	L	M	Define how effective coordination can be strengthened Inclusion of KYU representative within the M&E framework	TIET	2017		
Resistance to changing the teaching practice into an active teaching and learning (ATL) approach	Dec-16	M	H	H	Practical application of ATL methods to demonstrate its benefits Mentorship, coaching Include mentor students that can have a positive effect on the teachers	PCT	2015		
NTC graduates do not start working in secondary schools	Dec-16	M	H	M	Tracer study	PMT	Q2, Q3		
GENERAL									
Inflation	Dec-16	M	M	M	Accept	NA	NA	NA	NA
Changing exchange rate	Dec-16	L	M	M	Monitor and anticipate where needed	Finance team	Continuous		
Political influence	Dec-16	L	H	M	Enhanced communication strategy and demonstrate piloting Project as a source of institutional learning to strengthen the lobbying capacity of the sector	PMT	Continuous		

3.4   Operational planning

Operational planning will be updated when the 2 PCC will be on board.

3.5   Follow-up mechanisms

The development of a common mechanism for planning and budgeting all activities done at Colleges level will provide strong basis for a common participatory result based monitoring process. Quarterly meetings at national level will be fed by data, recommendations and request for support provided by each user department and discussed with the management of each NTC.

4. Annexes

1.1 Baseline Workplan

Not found

1.2 Indicator forms

The design and development of the whole monitoring process will be done in Q2/Q3 2017 with the involvement of all stakeholders taking an active part in the planning, budgeting and implementation of the activities.

1.3 List of actors that have been involved in the baseline process

Not found

1.4 Bibliography

1.5 List of complementary studies (if any)