



Supplementary Technical and Financial File

To the intervention:

**Support to the Development of Human Resources
(SDHR)**

UGA 1188811

Uganda

Version 27 November 2020

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Abbreviations

BO	Beneficiary Organisation
D4D	Digital for Development
ETR	End-Term Review
GoU	Government of Uganda
HQ	Headquarters
HRM	Human Resources Management
HRMAU	Human Resources Managers Association of Uganda
ICDL	International Computer Driving Licence
ICT	Information and Communication Technology
ICT	Intervention Coordination Team
LMS	Learning Management System
M&E	Monitoring and Evaluation
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoICT	Ministry of ICT & Technical Guidance
MoPS	Ministry of Public Service
MoSTI	Ministry of Science, technology and Innovation
NDP	National Development Plan
NTC	National Teachers College
PILOT	Monitoring and reporting tools
PSC	Public Service Commission
RAFI	International Finance and Contracting Coordinator
SDGs	Sustainable Development Goals
SDHR	Support to the Development of Human Resources
SOPs	Standard Operating Procedures
SPOC	Single Point of Contact
SSU	Support to the implementation of Skilling Uganda Intervention
STC	Sector Technical Committee
STI	Science, Technology and Innovation

TTE	Teacher Training and Education Project
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UPS-HRMnet	Uganda Public Service Human Resource Management Network
UBW	Unit4 Business World

Analytical Record of the Intervention

Title of the intervention	Support to the Development of Human Resources of Beneficiary Organisations (SDHR)
Code of the intervention DGD	NN 3014034
Navision code of the intervention	UGA 1188811
Intervention zones	Uganda / National and specific regions /districts
Total budget	Initial budget according to original TFF : 6,482,598 EUR Additional budget : 2,000,000 EUR New budget : 8,482,598 EUR
Partner institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Start date of the Specific Agreement	26 March 2014
End date of the Specific Agreement	26 March 2021
Start date of the execution	27 May 2014
End date of the execution	15 June 2020
New end date of the specific Agreement and the execution	Extension of the Specific Agreement until 27 July 2023 Extension of the execution period until 31 December 2022
Beneficiaries	Selected beneficiary organisations (BOs) in the health, education and environment sector by providing support to the human resource capacity development process of their staff
Global Objective	Improved service delivery of Ugandan Institutes and organizations.
Specific Objective	Increased skills of human resources and evidence base of selected beneficiary organisations (BOs) in the health, education and environment sectors.
Results	<p>Result 1: BOs are selected and strengthened to define objectives to improve their organisations</p> <p>Result 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals</p> <p>Result 3: Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored</p> <p>Result 4: Individual scholarships are managed</p>

1. Executive Summary

The Support to the Development of Human Resources intervention officially closed in March 2020.

SDHR was a relevant intervention both towards the GoU development objectives and the Ugandan Belgian Development Cooperation strategies. The intervention aims to contribute to the implementation of the GoU training policy involving most of the relevant government agencies (MoFPED and relevant Line Ministries). Considering the capacity needs of the 49 BOs, the intervention has given a relevant contribution in addressing these needs.

The end-term review and the end-of-intervention survey both confirmed that skill levels have increased and organisational performance have improved. The application of these newly acquired skills is also positively evaluated, with 75% of the beneficiaries affirming that they were satisfied with the acquired knowledge and skills. The contribution of the training activities towards improved service delivery are explained by the baseline and end of the intervention scores in terms of performance improvement from 1.8 to 2.6 on a scale of 1-4. The intervention also managed to train 5,618 participants out of 6,000 with an average of 13 capacity building activities per beneficiary organisation.

Having realised a balance of 60,000 EUR by the time of closing, the last steering committee that sat on March 2020 approved an extension until June 2020. The intervention benefits from a bridging programme that has been approved to run from January 2021 till December 2022.

The proposed 2 million EUR reactivation of the SDHR, UGA 1188811 maintains as Global Objective of the intervention: “Contribute to a better service delivery of Ugandan organizations by increasing the human resource skills of selected Beneficiary Organisations (BOs).”

The budget will be used before December 2022 and will be managed under the SDHR UGA1188811 intervention team in consultation with the former Steering Committee which should also be reactivated. The intervention will remain anchored at the representation office.

The extension of SDHR will have as objectives to increase the impact and the sustainability of the results achieved during the implementation of the previous phase. These activities will follow the “Training programmes- Strategic Orientations” document (July 2017) of Eactualized in the “Training, Study & Expertise Programmes Strategic Orientation” document (June 2020). It is also inspired by the End-Term Review recommendations (Nov 2019).

Following these two key documents the intervention will focus on two main components linked with current results:

1. Support the Ministry of Public Service (MoPS), the HR departments of MoH, MoES and MoWE in their digital transformation (e-services) efforts - **R1,R2, R3**;
2. Implementation of Capacity Development (CD) activities in the area of digital skills through a demand-driven approach with support from Uganda sector interventions (Education, health, Private sector development, Environment, etc.) - **R1,R2,R3**;

The Global Objective of the intervention is: “Improved service delivery of Ugandan Institutes and organizations”.

The Specific Objective of the intervention is: “Increased skills of human resources and evidence base of selected beneficiary organisations (BOs) in the health, education and environment sectors.”

The results areas have been updated to reflect the intervention focus:

Result 1: BOs are selected and strengthened to define objectives to improve their organisations

Result 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals

Result 3: Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored.

Result 4: There are no activities and budget foreseen for this result during the extension.

Digitalisation for development (D4D) will be a key component of the intervention. As a consequence, the Ministry of ICT should be included as a partner and have a strategic role in terms of guidance of the intervention. The Ministry of ICT should also become a member of the steering committee. The intervention team will consist of a National Intervention Manager, a Training Manager, a Training Officer, an M&E and Knowledge Management Officer, a Financial Controller and an accountant.

The intervention will also make use of staff and expertise at country level including a RAF, an ECA, a D4D expert, a procurement and logistics officer and a Gender expert.

A detailed structure can be found in section 3 of this document.

2 Situational Analysis

2.1 Context

Generally, the importance of Human Resources Development to the success or failure of health and education systems has been overlooked. However, there is growing recognition that a refocus on human resources policy and management has to be at the core of any sustainable solution to system performance. This recognition is partly a result of the need to upscale capacity in health and education systems to meet the Sustainable Development Goals (SDGs). The intervention will consider **SDG 4** indicators for education: Quality Education to promote lifelong learning opportunities for all and number of youth and adults, by sex, with information and communications technology (ICT) skills, by type of skill.

The main challenges in regard to human resources development in the Ugandan context are:

- inadequate human resource planning;
- basic work organisation, based on job profiles but many staff are taking up roles without being (sufficiently) qualified;
- employment management is challenged by delays in recruitment and confirmation, mismatch between supply and demand, weak regulation and conflicting roles;
- staff performance is affected by high rates of absenteeism and low productivity;
- compensation management issues (delays in salary payment, perpetual placement in difficult locations, inadequate compensation);
- poor working conditions, a poor work climate, poor leadership, lack of basic amenities (water, electricity, internet, etc.), inadequate community support, high work pressure, inadequate supplies and equipment;
- the HR function in organisations and at sector level is generally weak.

The Ministry of Public Service (MoPS) of Uganda is the responsible body of rolling out and implementing the National Training Policy and should support each Ministry in developing their 5-year Human Resources Development Plan, however the MoPS has faced a number of challenges such as insufficient capacity to enhance service delivery; inefficient coordination among ministries; lack of skilled staff and professionalisation; service delivery challenges because of rapidly increasing populations, etc.

In terms of organisations all HR professionals in the public service are members of the Uganda Public Service Human Resource Managers Network (UPS-HRMnet), which is an association for Human Resources Managers in the Public Service. The private sector has a similar body: The Human Resources Managers Association of Uganda (HRMAU) that governs HR professionals.

It is also important to highlight that Human Resources Development (HRD) and Capacity Development (CD) remains a key focus area for the government of Uganda in the NDP III. The main objective is to strengthen public and private institutions capacity to improve performance and effective service delivery and responsiveness to Ugandan citizens' needs.

The limited supply of digital skills impacts the public sector service delivery in Uganda. The ICT human resources in Ministries, Departments and Agencies (MDAs) average around 1.9% of the total public sector workforce. The low usage of computers by public sector employees exacerbates the real situation. Only 37% of employees in the MDAs routinely use computers, while only 60% of the MDA offers internal ICT training to employees.

However, the National Development Plan states that over the next five years, Uganda will focus on promoting the use of ICT in the entire economy and society through: (i) deployment of secure, integrated and cross sector infrastructure; (ii) developing and promoting usage of quality communication and e-services, (iii) ensuring standardization and interoperability of systems; (iv) enhancement of national cyber security (v) promoting innovation and commercialisation of ICT products; (vi) enhancing digital literacy and developing skills; (vii) supporting development and uptake of emerging technologies such as Fourth Industrial Revolution Technologies; (viii) digital inclusion and citizen participation; and (ix) process re-engineering and automation for end-to-end government business and service delivery.

2.2 The emergency of the COVID-19 pandemic

The WHO has declared the COVID-19 pandemic on March 11, 2020. Since then, the pandemic is spreading rapidly, leaving no country unaffected and causing considerable human and economic losses. In Uganda, the

first case of COVID-19 infection was confirmed on March 21, 2020 in a passenger who arrived from Dubai, United Arab Emirates. According to the MoH statistics, as of August 26, 2020, there were 2,756 confirmed cases, of which 1,288 have recovered, and 28 fatalities.

The pandemic continues to pose important health and socioeconomic challenges. Digital technologies and connectivity have provided important solutions to ensure the continuity of education and to strengthen health systems. This digital transformation for increased resilience however has not been self-evident everywhere, with the digital divide only becoming more apparent.

In the education sector while online learning has sometimes taken place through recorded lectures and online platforms, some institutions of learning have postponed learning and teaching until further notice, due to the lack of information and communication technology (ICT) infrastructure and human capacities for both students and teachers. Questions also remain about how to harmonize semesters and academic calendars, as some programmes have been successfully implemented online, while others could not be.

The COVID-19 disruption have a great impact on the operations of the public sector and its service delivery to citizens. Ensuring continuity and improved service delivery will require a lot of capacity in the development and delivery of E-services in the public sector including but not limited to e-learning, e-commerce and trade, e-health, education technology (EduTech), to mention but a few.

Sustainable solutions at intervention level should build upon SDHR's previous experiences (i.e. blended learning in health sector, basic technical skills trainings, demand-driven training, synergies with other interventions, etc.) with the widespread use of technology to ensure quality service delivery continuity during the pandemic.

In conclusion, the intervention will support beneficiary organisations and ministries to improve service delivery using e-services. In the face of the global closures of businesses, educational institutions and other government services, there has been remarkable innovation in alternative ways of working. As SDHR supports the building of capacity in the public sector, there is need to ensure that the solutions are more flexible, equitable, and sustainable. Enabel, under the D4D strategy, will ensure quality education and health service delivery.

2.3 Recommendations

The 1st phase of SDHR was a pilot intervention for Enabel and the Ugandan Belgian Development Cooperation to gain experience on capacity development support. The below are recommendations to take into account in the 2 years extension of the intervention:

- The SDHR intervention in one of its components plays a transversal and supportive role to the other sectoral interventions in the area of D4D. It will be the “accelerator” of digital skills development at Enabel in Uganda;
- The SDHR intervention would be more effective if it could follow and service the various sector interventions on their CD work in the area of D4D;
- The SDHR integrated capacity development framework will be sustained throughout the intervention following the different phases: from organisational self-assessment until the post training follow-up support;
- Focus the national level support on MoPS and the HR departments of MoH and MoES;
- Because ICT has been a very effective component of SDHR and information and communication technology is a key priority area in the NDP III and in the COVID-19 pandemic, the Ministry of ICT is suggested to have a role as well as partner;
- The SDHR intervention will harmonize its approach with other existing Development Partners (DPs) and stakeholders in the targeted countries;
- Focus on blended learning (combination face-to-face and long distance) is a way to make the Belgian strategies on supporting digitisation and innovation more operational with a stronger quality assured;
- Monitor training on digital skills in accordance with the Digital Skills Framework developed by Enabel. This framework that defines a typology of digital skills and initiatives based on the complexity and intended use of these digital skills.



- The digital principles which have been identified by the development community to integrate established best practices for successful D4D interventions. These nine principles will guide the design and implementation of the D4D activities: <https://digitalprinciples.org/>:
 1. Design with the User
 2. Understand the Existing Ecosystem
 3. Design for Scale
 4. Build for Sustainability
 5. Be Data Driven
 6. Use Open Standards, Open Data, Open Source, and Open Innovation
 7. Reuse and Improve
 8. Address Privacy & Security
 9. Be Collaborative

3 Strategic Orientations

3.1 Strategic axes

The supplementary intervention is aligned to the strategic orientations of “Training, Study & Expertise Programmes Strategic Orientations” documents (July 2017, June 2020) and the End-Term Review (ETR) recommendations (Nov 2019). The principals below will be a point of reference for the implementation of the intervention following the strategic guidelines below:

1. An independent intervention that complements other interventions: SDHR will be separate from other interventions but the explicit intention is to be complementary in the sense of an additional value with other interventions;
2. Digitalisation will be the main theme for each training intervention (50% of the budget by default). Other activities will have to fit into the priority themes and intervention zones of the Cooperation Programme;
3. Focus on an innovative and digital training offer on training courses: Target specifically trainings, studies and expertise with a strong innovative identity, which will be achieved by relying on “cutting edge” Belgian expertise;
4. Assure a quality approach in implementing training courses, a phased integrated capacity development model and transfer of competencies;
5. Foster flexibility in the types of training: individual trainings, grouped training, e-learning, on-the-job training, coaching, internships, scholarships, seminars, study tours, exchange of expertise with a strong focus on digital training;
6. Apply efficient and flexible operational procedures by being located at the Enabel representation office, operating in direct management (regie);

3.2 Action principles

The intervention is based on the principles of technical assistance.

3.3 Selection criteria

The selection of BOs will be guided by the criteria described below:

- Belonging to the priority sectors of the Ugandan Belgian Development Cooperation in Uganda, Health and Education (teacher training and skills development), 90% of the BOs that fall under this criteria were already supported by SDHR in the past;
- Their mandate and the degree to which they are in line with the common objective put forward in each sector by the Ugandan Belgian Development Cooperation. In this case, the Ministry of Public Service and the Human Resource Departments of the Ministries of Health, Education and Environment will be considered as well as the Ministry of ICT. These have the mandate to attract, train and retain Human Resources in the public sector and to lead the digital transformation of public service in Uganda;
- Their staff composition: a gender balance of trainees of +50 % is put forward as explicit objective and positive discrimination will be applied where needed;
- The quality of their action plan;
- Their motivation to participate in the programme.

4 Operational Planning

4.1 Specific objective and results

The specific objective of the interventions has been slightly adapted to: “Increased skills of human resources **and evidence base** of selected beneficiary organisations in the health, education and environment sectors.”

The results areas have been updated to reflect the intervention focus and to achieve results in a short period of time (2 years of implementation).

SDHR followed initially a Phased Integrated Capacity Development Framework (3 Phases) that aims to facilitate effective intervention delivery:

1. Strengthening organisations to define objectives and improve organisational performance (Phase 1);
2. Assisting organisations to develop a Human Resource Development (HRD) and Training Plan based on the performance objectives (Phase 2);
3. Supporting the implementation of selected activities from the HRD and Training Plan and through subsequent action planning, linking learning to performance (Phase 3).

In order to enhance the sustainability and the impact of the intervention, it is important to invest further in coaching so a 4th phase of post/training support will be integrated in the approach.

For new BOs (i.e. the Ministries of Public Service and ICT, the HR departments of the Ministry of Education and Health, etc.), SDHR will start in phase 1 in an accelerated, concise and pragmatic way, however for BOs that already worked with SDHR (HR departments) in the past, it will conduct an updated mini self-assessment based on the digital skills gaps identified during the first SDHR phase.

These gaps will be prioritised and a training plan will be formulated together with a training budget to enable effective implementation. A step by step pragmatic approach based on the initial SDHR intervention approach will be developed by the intervention staff and presented for approval at the Steering Committee of SDHR.

4.2 Planned activities

4.2.1 Result 1 - BOs are selected and strengthened to define objectives to improve their organisations

Activity A0104 Review and update the training and capacity building tools to focus on digital transformation

Tools and guidelines will be focused on digital transformation and will be put at the disposal of the pre-identified and selected 3 BOs where they will be tested in practice. Based on best practices and lessons learned, guidelines, templates and tools will rapidly be adjusted and improved.

Activity A0105 Intervention staff proposes for approval to steering committee a list of potential Beneficiary Organisations

Based on the intervention principles and defined priorities (digital transformation), the Steering Committee of the interventions (Ministries of Finance, Education, Public Service, Health and Environment) will approve strategies to select and approve BOs. The Ministry of ICT will be integrated and invited by official request to identify potential BOs of their sector.

Activity A0106 Enhance usage of ICT in national development and service delivery

To align with the current digital transformation agenda elaborated in the NDP III, support the digitalisation, archiving and of all the HR data in the target ministries. The intervention will also train and develop a grounded ICT professional workforce to manage the digitalized systems and functions in the ministries.

Focus will be on:

1. Improving administration of the HRM departments through the use of ICT;
2. Support to policy making and implementation through data-driven decisions (data analytics);
3. Support to the implementation of augmented virtual reality solution.

4.2.2 Result 2 - BOs are strengthened to develop their HRD Plan linked to organisational performance goals

Activity A0205 BOs are informed and prepared to submit their HR development plans and needs assessments

BOs, including Enabel in Uganda sectoral interventions partner organisations, will be requested to submit their proposals requesting for capacity building support in digitalisation processes. Support will be given to assure that the BOs meet the standards of the available support:

1. Building capacity for effective change management to make the digital transformation a reality in the BOs;
2. Developing a digital transformation strategy and ICT;
3. Implementing prioritised digital transformation initiatives;
4. Implementing income-generating activities linked with digital transformation processes (i.e. digital hubs, fab labs, etc.).

4.2.3 Result 3 - Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored.

Activity A0303 BOs submit their HR development plans and needs assessment

BOs will be given guidelines and tools to review and assess their training plans to define their areas of improvement. Action plans and the gaps identified during the first SDHR phase will also inform this process. Other sources of information include the capitalisation report and the end term review reports.

BOs can also include areas of support that align with the NDP III regarding Human Capital Development on digital transformation. Support will also be given to the BOs to prioritise and budget for key areas of support stated in the ETR as key priorities (resource mobilization, leadership & management, etc.).

Activity A0304 Support selected BOs to improve their HR development plans and needs assessment to submit their final training proposal and implement training activities

Based on the reviewed submissions, the ICT will assess the documents to see that they suit the defined standard. Assistance will be offered in the areas below:

1. Their needs assessment;
2. Their human resource development plan;
3. Their implementation plan;
4. The preparation of their training activities (definition of objectives, choice of training modalities and training prerequisite);
5. Activities related to the transfer of gained knowledge (post training support).

The ICT will facilitate the organization of common trainings by the BOs to ensure efficient implementation of the trainings. Priority will be given to the BOs that have met the standards in order to start implementation. Priority will be given to digital platforms and e-learning modalities.

4.3 Synergies / Complementarities

To work in synergy and to complement other interventions is a key priority for the SDHR. The “Training, Study & Expertise Programmes Strategic Orientation” documents (see above) for training interventions within Enabel emphasizes this point.

During the first phase of the intervention the sector projects (mainly TTE and SSU) made ample use of the SDHR developed tools. Most used were the organisational self-assessment, HRD/training planning templates, business planning templates, checklist for defining organisational improvement areas, template for service provider ToR, scholarship agreement, reporting tools, evaluation templates and post training action planning templates.

The intention during this second phase is to create formal linkages with other Enabel supported interventions, share staff (expertise) and to support the sector programmes in their capacity development work in the area of

digitalisation and digital skills development. Moreover studies and research will be organised to support and strengthened opportunities in priority areas of the Ugandan Belgian Development Cooperation.

4.4 Digitalisation and gender

Digitalisation

The intervention has identified digitalisation as crosscutting issues to be taken systematically into account for each of the activities undertaken by the intervention. SDHR will support the use of ICT to find new and innovative ways to address the digital gaps and bring about sustainable capacity development solutions in the BOs. The intervention will seek to further integrate digital technology in the administration and management of BO activities. The intervention will make use of the e-learning platform developed during the first phase of SDHR for distance learning and blended/hybrid learning experience.

Gender

Supporting the beneficiary organisations in all the focus areas will take note of the government's strategy to empower everyone in the country – regardless of geographical location, income, age or gender, to reap the benefits that technology offers. SDHR will seek to implement digital learning platforms for improving gender equality. From the assessment phase to implementation, the intervention will propose and offer gender-sensitive and gender-specific solutions. GBV and environment capacity building activities will be integrated.

4.5 Logical Framework indicators and verification sources

The Logical Framework indicators and source of verification are presented in Annex 8.2. The specific activities will be reviewed after the start of the bridging period to reflect the Result Areas 1-3 and the allocation of funds, approved by the Steering Committee. During the bridging period, the original defined Indicators and Result Areas will be reviewed based on its applicability and further relevance.

In a gender approach, the indicators will be disaggregated each and every time possible and will include specific gender responsive indicators (e.g. the gender digital divide, etc.).

4.6 Intervention area

The intervention will be implemented at national level and in specific regions and districts of Uganda targeted by the Belgian Development Cooperation Programme.

4.7 Beneficiaries

- Multi-sectoral: MoH, MoES, MoWE, MoPS, MoICT;
- Geographical focus: National focus with prioritization of the intervention zone of Cooperation Programme;
- Beneficiaries: HR departments of ministries, SDHR 1st phase beneficiaries;
- Institutional & local partners: Steering Committee members;
- International partners: innovative scope will be achieved by relying on “cutting edge” Belgian expertise and high-added value and i.e. international trainers and experts.

4.8 Duration

The duration will be from the date of signing of Addenda to the Specific Agreement until the end date of agreement. The implementation will start from January 2021. The expected end date of the implementation is 31 December 2022. The closing phase will be from January to July 2023.

5 Resources

5.1 Human Resources

The intervention will be implemented by the SDHR team based in Kampala at the representation office.

Table 1: SDHR team members

Function Description	Roles	Quantity	Full time equivalent	Duration
Technical and coordination team				
National intervention manager (level 6)	Management of intervention	1	100%	24 months
Training manager (level 5)	Training management of the intervention	1	100%	18 months
Training officer (level 4)	Training implementation of the intervention	1	100%	18 months
D4D international expert (level 6)	Digitalisation	1	25%	18 months
M&E/ knowledge management (level 5)	Monitoring and evaluation of the intervention	1	100%	24 months
Gender expert (level 5)	Advice and coordinate activities related to gender and GBV	1	25%	18months
Administrative and financial team				
International Finance and Contracting Coordinator	Financial management of the intervention	1	10%	24 months
International ECA	Management of procurement, framework contracts, logistics, etc	1	10%	24 months
Financial controller (level 5)	Financial management support	1	100%	24 months
Procurement and Logistics Administrator (level 4)	Procurement and logistics	1	20%	18 months
Accountant (level 4)	Accounting support	1	100%	24 months
Driver (level 1B)	Transport	1	50%	24 months

5.2 Financial Resources

The estimated budget of the intervention is 2,000,000 EUR. The breakdown of the intervention budget is provided in Annex 8.1.

6 Implementation Modalities

6.1 Governance

The intervention will distinguish between financial, technical and operational responsibilities. Financial responsibility lies with Enabel and the Belgian procurement rules apply. The intervention will be implemented under the “own management” or “régie” modality.

The technical responsibility will be shared between the Enabel Representation and the Ministry of Finance, Planning and Economic Development (MoFPED); both are co-chairs of the Steering Committee (SC).

Technical guidance towards the BOs is taken up by three line ministries, also members of the SC: Ministry of Health (MoH), Ministry of Education and Sports (MoES) and the Ministry of Public Service (MoPS).

The integration of the intervention in the local institutional context will be emphasized via the HR Departments of the line ministries and under the leadership of the Ministry of Public Service (MoPS).

6.2 Monitoring and Evaluation of Results and Reporting

The intervention will customise the Theory of Change to result areas defined in this document. There is a logical framework to define the intervention logic and indicators.

At BO level, the intervention will stimulate the re-activation of the Working Groups/management of the BOs (guided by the SPOC) responsible for organising the activities from their side and follow-up on the action plans formulated after each training activity. These working groups will be the entry points for the intervention staff and the training providers; they will monitor their own progress and provide information to the intervention team for overall SDHR monitoring.

As in the past, the intervention team with the support of the M&E function will extensively document each and every aspect that is focused on results achievement. Intervention monitoring will be done via the quarterly PILOT and annual Results Reports.

The intervention will also be documenting success stories (most significant change) and linking them with the lessons learnt and knowledge management strategies.

6.3 Evaluation and audit

The end-term evaluation and audit of the intervention will take place in February 2023.

7 Risk Analysis

7.1 Implementation risks

Risks	Risk Level	Mitigating measure
The threat of COVID-19 pandemic on public service operations	High	Developing BO capacities to design and implement strategies that minimize the impact posed by COVID-19 and other crises will be incorporated into the intervention
Low interest of beneficiaries especially the ministry departments for some components of the intervention	Medium	<ul style="list-style-type: none"> • High level of flexibility of the intervention design allowing to adapt to evolving policies, needs and demands • Alignment with existing HR development policies and support provided to facilitate their implementation
Low digital skills and poor ICT infrastructure	High	<ul style="list-style-type: none"> • Build ICT capacity of the BOs • Advocate for basic ICT infrastructure and align the advocacy campaign to the targets of the NDP III • Invest 5% of the training budget for IT equipment • Sectoral interventions will provide IT equipment for their partners

7.2 Sustainability risks

Risks	Risk Level	Alleviation measure
Limited resources and budget for capacity building activities	Medium	<ul style="list-style-type: none"> • Emphasise the role of individual BOs in mobilising their own? resources • Include resource mobilization training activities as a priority • Public Private Partnerships with HR organisations
Expensive consultants whose fees cannot be sustained by the beneficiaries when the intervention ends	Medium	<ul style="list-style-type: none"> • Makes the most of local resources - people, skills, technologies, institutions - and builds on these to sustain capacity development • Strengthen South-South networks and triangular cooperation to exchange knowledge and skills • Arrange missions with Belgian expertise
Bureaucracy and long processes involved in implementation and change after the training has happened	Medium	<ul style="list-style-type: none"> • Add to the agenda, regular capacity development updates to the agenda of the HR meetings that happen every month at the MoPS

8 Annexes

8.1 Total estimated budget

			Initial Budget	Additional Budget	Consolidated budget
UGA1188811			6.482.598	2.000.000	8.482.598
UGA1188811_A			4.694.710	1.463.250	6.157.960
UGA1188811_A01	BOs are selected and strengthened to define objectives to improve their organisations		246.520	250.000	496.520
UGA1188811_A0101	<i>Establishment of STCs</i>	REGIE	1.000		1.000
UGA1188811_A0102	<i>Development of policy, strategy and set of tools</i>	REGIE	60.520		60.520
UGA1188811_A0103	<i>STCs select potential BOs</i>	REGIE	5.000		5.000
UGA1188811_A0104	<i>Review and update the training and capacity building tools to focus on digital transformation</i>	REGIE	180.000	40.000	220.000
UGA1188811_A0105	<i>Project Staff propose for approval to Steering committee a list of potential Beneficiary Organisations</i>	REGIE		30.000	30.000
UGA1188811_A0106	<i>Enhance usage of ICT in national development and service delivery</i>	REGIE		180.000	180.000
UGA1188811_A02	BOs are strengthened to develop their HRD Plan linked to organisational performance goals		211.000	150.000	361.000
UGA1188811_A0201	<i>Potential BOs are informed</i>	REGIE	211.000		211.000
UGA1188811_A0202	<i>Potential BOs are requested to submit their plans</i>	REGIE	0		0
UGA1188811_A0203	<i>Support to improve HR plans and needs assessments</i>	REGIE	0		0
UGA1188811_A0204	<i>Submission of final training proposals</i>	REGIE	0		0
UGA1188811_A0205	<i>BOs are informed and prepared to submit their HR development plans and needs assessments.</i>	REGIE	0	150.000	150.000
UGA1188811_A03	Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored		3.147.690	1.063.250	4.210.940
UGA1188811_A0301	<i>Select training activities</i>	REGIE	45.000		45.000
UGA1188811_A0302	<i>Support implementation of training activities</i>	REGIE	3.034.690		3.034.690
UGA1188811_A0303	<i>BOs submit their HR development plans and needs assessment</i>	REGIE	68.000	100.000	168.000
UGA1188811_A0304	<i>Support selected BOs to improve their HR development plans and needs assessment to submit their final training proposal and implement training activities</i>	REGIE		963.250	963.250
UGA1188811_A030401	<i>Staff</i>	REGIE		175.500	175.500
UGA1188811_A030402	<i>Training activities</i>	REGIE		747.750	747.750
UGA1188811_A030403	<i>Equipment for facilitating trainings</i>	REGIE		40.000	40.000
UGA1188811_A04	Individual scholarships are managed		1.089.500	0	1.089.500
UGA1188811_A0401	<i>Health sector</i>	REGIE	578.500		578.500
UGA1188811_A0402	<i>Education sector</i>	REGIE	343.000		343.000
UGA1188811_A0403	<i>Environment sector</i>	REGIE	137.000		137.000
UGA1188811_A0404	<i>Alumni Network</i>	REGIE	31.000		31.000

UGA1188811_B	VAT		0	0	0
UGA1188811_B01	VAT		0	0	0
UGA1188811_B0101			0	0	0
UGA1188811_X	Reserve		0	70.000	70.000
UGA1188811_X01	Reserve		0	70.000	70.000
UGA1188811_X0101				70.000	70.000
UGA1188811_Z	General means		1.787.888	466.750	2.254.638
UGA1188811_Z01	Human Resources		1.282.420	356.750	1.639.170
UGA1188811_Z0101	<i>National Project officer (National Intervention Manager)</i>	REGIE	107.000	45.000	152.000
UGA1188811_Z0102	<i>National Scholarship officer (Training officer)</i>	REGIE	99.000	45.000	144.000
UGA1188811_Z0103	<i>Admin and accountant officer</i>	REGIE	101.500	190.000	291.500
UGA1188811_Z0104	<i>International expert capacity development</i>	REGIE	731.920	0	731.920
UGA1188811_Z0105	<i>Support staff (driver, secretary, etc.)</i>	REGIE	243.000	76.750	319.750
UGA1188811_Z02	Investment		123.000	30.000	153.000
UGA1188811_Z0201	<i>Vehicles</i>	REGIE	28.000	15.000	43.000
UGA1188811_Z0202	<i>Office equipment</i>	REGIE	15.000	10.000	25.000
UGA1188811_Z0203	<i>IT equipment</i>	REGIE	50.000	5.000	55.000
UGA1188811_Z0204	<i>Office rehabilitation</i>	REGIE	30.000	0	30.000
UGA1188811_Z03	Running costs		238.468	50.000	288.468
UGA1188811_Z0301	<i>Office rent</i>	REGIE	56.000	10.000	66.000
UGA1188811_Z0302	<i>Services and maintenance costs</i>	REGIE	9.500	5.000	14.500
UGA1188811_Z0303	<i>Vehicle running costs</i>	REGIE	27.000	10.000	37.000
UGA1188811_Z0304	<i>Communications incl. internet</i>	REGIE	48.000	10.000	58.000
UGA1188811_Z0305	<i>Office supplies</i>	REGIE	31.000	5.000	36.000
UGA1188811_Z0306	<i>Missions</i>	REGIE	47.000	5.000	52.000
UGA1188811_Z0307	<i>Training</i>	REGIE	14.468	3.000	17.468
UGA1188811_Z0308	<i>Bank costs</i>	REGIE	5.500	2.000	7.500
UGA1188811_Z04	Evaluation and Audit		144.000	30.000	174.000
UGA1188811_Z0401	<i>Baseline and follow-up</i>	REGIE	12.000	10.000	22.000
UGA1188811_Z0402	<i>ME</i>	REGIE	73.785	5.000	78.785
UGA1188811_Z0403	<i>Audit</i>	REGIE	29.215	12.000	41.215
UGA1188811_Z0404	<i>Backstopping</i>	REGIE	29.000	3.000	32.000
UGA1188811_Z99			0		0
General total			6.482.598	2.000.000	8.482.598

8.2 Financial planning

			Initial Budget	Additional Budget	Consolidated budget	Actuals (30/09/2020)	Q4 2020	Plan 2021	Plan 2022	Plan 2023	Available
UGA1188811			6.482.598	2.000.000	8.482.598	6.491.474	-8.876	606.500	1.160.250	233.250	0
UGA1188811_A			4.694.710	1.463.250	6.157.960	4.693.531	1.179	435.000	872.750	155.500	0
UGA1188811_A01	BOs are selected and strengthened to define objectives to improve their organisations		246.520	250.000	496.520	218.800	27.720	115.000	115.000	20.000	0
UGA1188811_A0101	<i>Establishment of STCs</i>	REGIE	1.000		1.000	512	488				0
UGA1188811_A0102	<i>Development of policy, strategy and set of tools</i>	REGIE	60.520		60.520	33.395	27.125				0
UGA1188811_A0103	<i>STCs select potential Bis</i>	REGIE	5.000		5.000	4.981	19				0
UGA1188811_A0104	<i>Review and update the training and capacity building tools to focus on digital transformation</i>	REGIE	180.000	40.000	220.000	179.912	88	40.000			0
UGA1188811_A0105	<i>Project Staff propose for approval to Steering committee a list of potential Beneficiary Organisations</i>	REGIE		30.000	30.000		0	15.000	15.000		0
UGA1188811_A0106	<i>Enhance usage of ICT in national development and service delivery</i>	REGIE		180.000	180.000		0	60.000	100.000	20.000	0
UGA1188811_A02	BOs are strengthened to develop their HRD Plan linked to organisational performance goals		211.000	150.000	361.000	211.134	-134	50.000	100.000	0	0
UGA1188811_A0201	<i>Potential Bis are informed</i>	REGIE	211.000		211.000	210.798	202				0
UGA1188811_A0202	<i>Potential Bis are requested to submit their plans</i>	REGIE	0		0						0
UGA1188811_A0203	<i>Support to improve HR plans and needs assessments</i>	REGIE	0		0	336	-336				0
UGA1188811_A0204	<i>Submission of final training proposals</i>	REGIE	0		0						0
UGA1188811_A0205	<i>BOs are informed and prepared to submit their HR development plans and needs assessments.</i>	REGIE	0	150.000	150.000		0	50.000	100.000		0
UGA1188811_A03	Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored		3.147.690	1.063.250	4.210.940	3.224.985	-77.295	270.000	657.750	135.500	0

UGA1188811_A0301	Select training activities	REGIE	45.000		45.000	43.999	1.001				0
UGA1188811_A0302	Support implementation of training activities	REGIE	3.034.690		3.034.690	3.122.869	-88.179				0
UGA1188811_A0303	BOs submit their HR development plans and needs assessment	REGIE	68.000	100.000	168.000	58.117	9.883	40.000	60.000		0
UGA1188811_A0304	Support selected BOs to improve their HR development plans and needs assessment to submit their final training proposal and implement training activities	REGIE		963.250	963.250		0	230.000	597.750	135.500	0
UGA1188811_A030401	Staff	REGIE		175.500	175.500			60.000	87.750	27.750	
UGA1188811_A030402	Training activities	REGIE		747.750	747.750			140.000	500.000	107.750	
UGA1188811_A030403	Equipment for facilitating trainings	REGIE		40.000	40.000			30.000	10.000		
UGA1188811_A04	Individual scholarships are managed		1.089.500	0	1.089.500	1.038.611	50.889	0	0	0	0
UGA1188811_A0401	Health sector	REGIE	578.500		578.500	546.876	31.624				0
UGA1188811_A0402	Education sector	REGIE	343.000		343.000	336.536	6.464				0
UGA1188811_A0403	Environment sector	REGIE	137.000		137.000	137.090	-90				0
UGA1188811_A0404	Alumni Network	REGIE	31.000		31.000	18.109	12.891				0
UGA1188811_B	VAT		0	0	0	8.716	-8.716	0	0	0	0
UGA1188811_B01	VAT		0	0	0	8.716	-8.716				0
UGA1188811_B0101			0	0	0	8.716	-8.716				0
UGA1188811_X	Reserve		0	70.000	70.000		0	70.000	0	0	0
UGA1188811_X01	Reserve		0	70.000	70.000		0	70.000	0	0	0
UGA1188811_X0101				70.000	70.000		0	70.000			0
UGA1188811_Z	General means		1.787.888	466.750	2.254.638	1.789.227	-1.339	101.500	287.500	77.750	0
UGA1188811_Z01	Human Resources		1.282.420	356.750	1.639.170	1.290.629	-8.209	73.000	220.000	63.750	0
UGA1188811_Z0101	National Project officer	REGIE	107.000	45.000	152.000	142.052	-35.052	7.500	30.000	7.500	0
UGA1188811_Z0102	National Scholarship officer	REGIE	99.000	45.000	144.000	102.728	-3.728	7.500	30.000	7.500	0
UGA1188811_Z0103	Admin and accountant officer	REGIE	101.500	190.000	291.500	108.999	-7.499	45.000	110.000	35.000	0
UGA1188811_Z0104	International expert capacity development	REGIE	731.920	0	731.920	699.121	32.799				0
UGA1188811_Z0105	Support staff (driver, secretary, ..)	REGIE	243.000	76.750	319.750	237.729	5.271	13.000	50.000	13.750	0
UGA1188811_Z02	Investment		123.000	30.000	153.000	122.511	489	8.000	16.500	5.500	0

UGA1188811_Z0201	<i>Vehicles</i>	REGIE	28.000	15.000	43.000	27.045	955	5.000	7.500	2.500	0
UGA1188811_Z0202	<i>Office equipment</i>	REGIE	15.000	10.000	25.000	11.541	3.459	2.000	6.000	2.000	0
UGA1188811_Z0203	<i>IT equipment</i>	REGIE	50.000	5.000	55.000	54.898	-4.898	1.000	3.000	1.000	0
UGA1188811_Z0204	<i>Office rehabilitation</i>	REGIE	30.000	0	30.000	29.026	974	0	0	0	0
UGA1188811_Z03	Running costs		238.468	50.000	288.468	264.326	-25.858	10.500	31.000	8.500	0
UGA1188811_Z0301	<i>Office rent</i>	REGIE	56.000	10.000	66.000	80.294	-24.294	3.000	6.000	1.000	0
UGA1188811_Z0302	<i>Services and maintenance costs</i>	REGIE	9.500	5.000	14.500	7.335	2.165	1.000	3.000	1.000	0
UGA1188811_Z0303	<i>Vehicle running costs</i>	REGIE	27.000	10.000	37.000	28.074	-1.074	2.000	6.000	2.000	0
UGA1188811_Z0304	<i>Communications incl. internet</i>	REGIE	48.000	10.000	58.000	47.844	156	2.000	6.000	2.000	0
UGA1188811_Z0305	<i>Office supplies</i>	REGIE	31.000	5.000	36.000	24.166	6.834	1.000	3.000	1.000	0
UGA1188811_Z0306	<i>Missions</i>	REGIE	47.000	5.000	52.000	47.524	-524	1.000	3.000	1.000	0
UGA1188811_Z0307	<i>Training</i>	REGIE	14.468	3.000	17.468	15.076	-608		3.000		0
UGA1188811_Z0308	<i>Bank costs</i>	REGIE	5.500	2.000	7.500	14.013	-8.513	500	1.000	500	0
UGA1188811_Z04	Evaluation and Audit		144.000	30.000	174.000	118.305	25.695	10.000	20.000	0	0
UGA1188811_Z0401	<i>Baseline and follow-up</i>	REGIE	12.000	10.000	22.000	11.880	120	10.000		0	0
UGA1188811_Z0402	<i>ME</i>	REGIE	73.785	5.000	78.785	75.973	-2.188		5.000		0
UGA1188811_Z0403	<i>Audit</i>	REGIE	29.215	12.000	41.215	9.215	20.000		12.000		0
UGA1188811_Z0404	<i>Backstopping</i>	REGIE	29.000	3.000	32.000	21.237	7.763		3.000		0
UGA1188811_Z99			0		0	-6.544	6.544	0	0	0	0
Total général			6.482.598	2.000.000	8.482.598	6.491.474	-8.876	606.500	1.160.250	233.250	0

8.3 Logical Framework indicators and verification sources

	Logical of the intervention	Indicators	Baseline Value	Target	Sources of verification
GO	Global Objective: Improved service delivery of Ugandan institutes and organizations.	GO1. Documented evidence of improved service delivery	i.a.	3,0 (on a scale from 1-4)	GO1. Success Stories, interviews and/or focus group with clients of the BOs, annual performance reports of the BOs, Interviews and/or focus group discussions with staff of the ministry departments GO2. Organisational self-assessment
SO	Specific Objective: Increased skills of human resources and evidence base of selected beneficiary organisations in the health, education and environment sectors	SO1. Percentage of staff (Male/Female) of BOs whose performance in their organization is improved SO2. Percentage of staff in the selected BOs with capacity to deliver HR digital services (e-learning, LMS/e-management systems)		3,4 (on a scale from 1-4) 3,4 (on a scale from 1-4)	SO1. Satisfaction survey of management, monitoring and evaluation reports of the intervention, exchange with HR staff of BOs SO2. Satisfaction survey of management, monitoring and evaluation reports of the intervention, exchange with HR staff of BOs
R 1	Result 1: BOs are selected and strengthened to define objectives to improve their organisations Activity A0104: Review and update the training and capacity building tools to focus on digital transformation Activity A0105: Intervention staff propose for approval to Steering committee a list of potential Beneficiary Organisations Activity 0106: Enhance usage of ICT in national development	R11. Average satisfaction of staff with the quality of support given to define training objectives (male/female) R12. Number of initiatives supporting digital transformation, including E-service processes, identified and aligned to the digital transformation initiatives of the country and Enabel's D4D strategy R13. Number of tools updated by BOs (disaggregated by sector and type) to underpin the digitalisation effort of BOs, including digital platforms R14. A list of potential BOs is		3,5 (on a scale from 1-4) 7 (out of 10 targeted initiatives)	R11. Satisfaction survey among staff, and/or focus group discussions R12. and R13. Monitoring and evaluation reports of the intervention, intervention reports, baseline report, staff survey R14. Monitoring and evaluation

	and service delivery	presented to the steering committee	15	15	reports of the intervention, intervention reports, steering committee minutes
R 2	<p>Result 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals</p> <p>Activity A0205: BOs are informed and prepared to submit their HR development plans and needs assessments.</p>	<p>R21. Number of upgraded human resource development plans and budgets including digital activities</p> <p>R22. Number of training plans that have been revised taking note of the ETR recommendations</p> <p>R23. Number of defined training objectives that are aligned to the BOs objectives, Enabel's D4D vision and Uganda's national digitalisation plans</p>	15 15	15 15 4 (out of the prioritised 5)	<p>R21. Exchange with HR staff of BOs, monitoring and evaluation reports</p> <p>R22. Training reports, reviewed training plans of BOs</p> <p>R23. Training reports, reviewed training plans of BOs, minutes of the STCs</p>
R 3	<p>Result 3: Activities selected from the HRD Plan effectively implemented. A number of trainings is financed and monitored</p> <p>Activity A0303: BOs submit their HR development plans and needs assessment</p> <p>Activity A0304: Support selected BOs to improve their HR development plans and needs assessment to submit their final training proposal and implement training activities</p>	<p>R31. Number of beneficiaries benefiting from digital skills training, e-learning and learning management systems (by gender/age/ sector/work and skill type) implemented by BOs</p> <p>R32. Number of trainers that had their capacity build in digitalising HR initiatives</p>		<p>2,000 (40% female)</p> <p>Intermediate digital literacy (60%) / Digital skills for digital transformation (40%)</p> <p>*Enabel digital skills framework</p> <p>80%</p>	<p>R31. and R32. Monitoring and evaluation reports of the intervention, exchange with HR staff of BOs, reviewed training plans of BOs, training reports</p> <p>R32. Training reports, monitoring and evaluation reports of the intervention.</p>