



RESULTS REPORT 2017

SUPPORT TO THE IMPLEMENTATION OF SKILLING UGANDA STRATEGY UGANDA

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Table of Contents

Acronyms.....	4
1 Intervention at a glance (max. 2 pages)	5
1.1 Intervention Form.....	5
1.2 Budget Execution (in EUROS).....	7
1.3 Self-Assessment Performance.....	11
1.3.1 Relevance	11
1.3.2 Effectiveness.....	13
1.3.3 Efficiency.....	14
1.3.4 Potential sustainability.....	16
1.4 Conclusions	18
2 Results Monitoring.....	20
2.1 Evolution of the Context.....	20
2.1.1 General Context (2017).....	20
2.1.2 Institutional Context	20
2.1.3 Management context: execution modalities.....	21
2.1.4 Harmo context	21
2.2 Performance Outcome.....	24
2.2.1 Progress of indicators	24
2.2.2 Analysis of progress made.....	24
2.2.3 Potential impact	25
2.2.4 Progress of indicators	26
2.2.5 Analysis of progress made.....	26
2.2.6 Potential impact	27
2.2.7 Progress of indicators	27
2.2.8 Analysis of progress made.....	28
2.2.9 Potential Impact	28
2.3 Performance output 1	29
2.3.1 Progress of Indicators	29
2.3.2 Progress of main activities	30
2.3.3 Analysis of progress made.....	30
2.4 Performance Output 2.....	31
2.4.1 Progress of Indicators	31
2.4.2 Progress of main activities	32
2.4.3 Analysis of progress made.....	32
2.5 Performance Output 3.....	33
2.5.1 Progress of indicators	33

2.5.2	Progress of main activities	34
2.5.3	Analysis of progress made.....	35
2.6	Transversal Themes	38
2.6.1	Gender & HIV.....	38
2.6.2	Environment.....	38
2.6.3	Integration of ICT	39
2.6.4	Vulnerable Groups	40
2.7	Risk management	41
2.8	Steering and Learning.....	52
2.8.1	Strategic re-orientations	52
2.8.2	Recommendations	52
2.8.3	Lessons learned.....	53
3	Annexes.....	54

Acronyms

BMO	Business Membership Organizations
BTC	Belgian Development Agency
BTVET	Business Technical Vocational Education and Training
CRRF	Comprehensive Refugee Response Framework
DACUM	Develop A Curriculum
DIT	Directorate of Industrial Training
EDP	Education Development Partners
EU	European Union
GIZ	Gesellschaft für Internationale Zusammenarbeit
ILO	International Labour Organisation
KRSU	Karamoja Resilience Support Unit
LED	Local Economic Development
M&E	Monitoring and Evaluation
MoES	Ministry of Education and Sports
N/A	Not Applicable
NCDC	National Curriculum Development Centre
NEET	Not in Employment, Education or Training
NPA	National Planning Authority
PMT/U	Programme Management Team/Unit
PPP	Public, Private Partnerships
PS	Permanent Secretary
PSDF	Pilot Skills Development Fund
ReHOPE	Refugees and Host Population Empowerment
RTF	Reform Task Force
SC	Steering Committee
SDA	Skills Development Authority
SDF	Skills Development Fund
SDHR	Skills Development for Human Resource Project
SDP	Skills Development Platform
SSC	Sector Skills Council
SSU	Support to Implementation of the Skilling Uganda Strategy
TFF	Technical and Financial File
TIET	Teacher Instructor Education and Training
TVET	Technical Vocational Education and Training
UBTEB	Uganda Business Technical Examination Board
UGAPRIV	Uganda Private Vocational Institutes Association
UMA	Uganda Manufacturers Association
USSIA	Uganda Small Scale Industries Association
VTI	Vocational Training Institute
WBL	Work Based Learning
ZOA	Zuidoost Africa

1 Intervention at a glance (max. 2 pages)

1.1 Intervention Form

Intervention name	Support to the implementation of the Skilling Uganda Strategy	Annex to the Support to Skilling Uganda Intervention (SSU): Integration of the Karamoja Region	Support to skilling Uganda strategy (SSU) Livelihood and labour market relevant skills development for refugees and host communities
Intervention Code	UGA1402711	UGA 160331T	UGA 160321T
Location	Uganda: Albertine & Rwenzori	Uganda: Karamoja	Uganda: Northern Uganda including Kiryandongo
Budget	16 million (Belgium Gov't)	6 million Euros (Irish Gov't)	4.90 million Euros (EU Trust Fund)
Partner Institution	Ministry of Education and Sports (MoES)	Ministry of Education and Sports (MoES)	OPM & (MoES)
Date intervention start /Opening steering committee	28 th July 2015	July 2016	July 2016
End date specific agreement	27 July 2021	30 November 2020 + 6 months reporting	June 2020
Target groups	The project supports the implementation of some of the key-reforms of the national BTVET strategy, both on a national/central level, and on the local level, in 4 districts in Western Uganda. In its operation, the project will support a restricted number of training providers in Kasese, Fort Portal, Hoima and Masindi. The project strives for a close collaboration with Business Membership Organizations and private sector companies on all levels of intervention.	The project supports the skilling Uganda strategy specifically for Karamoja Region. It will focus on supporting relevant skills development for Karamojong youth, women and girls. To ensure the relevance of the skilling Uganda strategy to Karamoja context, the intervention will focus more on complementarity of skills development with livelihood activities, short term vocational trainings, emerging markets and possible future economic developments	The project contributes to the Skilling Uganda strategy focusing on increasing access to quality skills development (training, entrepreneurial skills and start-up kits) for refugees and host communities in Northern Uganda including Kiryandongo. The intervention adheres to the Refugee and Host Population Empowerment (ReHoPE) strategy that empowers refugees through livelihood initiatives for self-reliance
Impact ¹	The employability of youth is increased through better quality of instruction and learning in Skills Development	The employability of youth is increased through better quality of instruction and learning in Skills Development	Sustainably improve food security, nutrition and livelihoods of the refugee population
Outcome	The quality of skills development is enhanced and responsive to labour market needs, in four Districts – Kabarole, Hoima, Masindi and Kasese - in Western Uganda in line with the Skilling Uganda reforms	The quality of skills development is enhanced and responsive to labour market needs, in the Karamoja Region in line with the Skilling Uganda reforms.	Enhance livelihood and labour market relevant skills for youth, women and girls of the refugees and host communities in in Northern Uganda including Kiryandongo through short and medium term vocational training and entrepreneurship support
	1. The BTVET and employment (sub)sector has	1. Provide institutional support to the national SD	1.Increased access to quality skills development

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

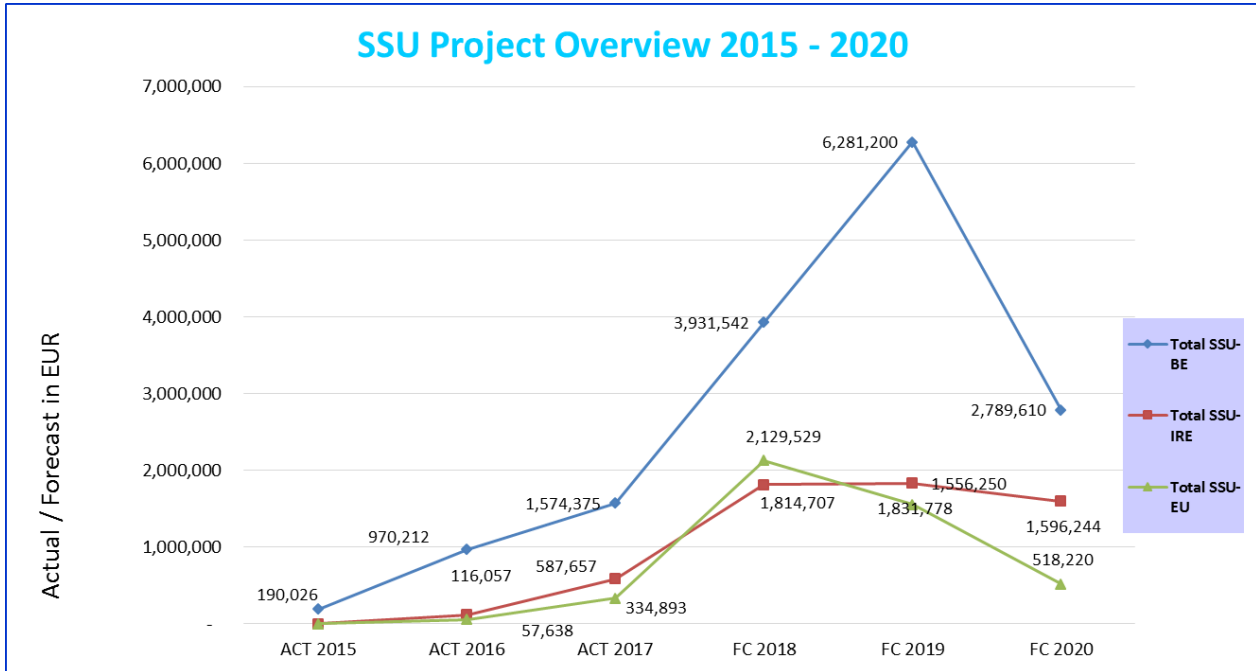
Outputs ²	a coordinated and formally agreed governance structure, vision and medium-term strategy	stakeholders and supporting the BTVET reform agenda	(training, entrepreneurial skills and start-up kits) for refugees and host communities (with specific focus on youth, women and girls) in the targeted areas
	2. The Pilot Skills Development Fund is established and operates in the Project Area and it serves as a model for the future National Skills Development Fund	2. Develop and support skills development instruments; pilot Skills Development Financing (SDF) mechanism	2. Skills development in the three districts is coordinated and aligned with the skilling Uganda strategy
	3. Quality of training and qualification processes is improved and the access to quality BTVET provision is enhanced with special attention to the needs and potentials of females	3. Improving training provision and upgrading of training providers	N/A

² These are outputs as per the project's Technical and Financial File (TFF).

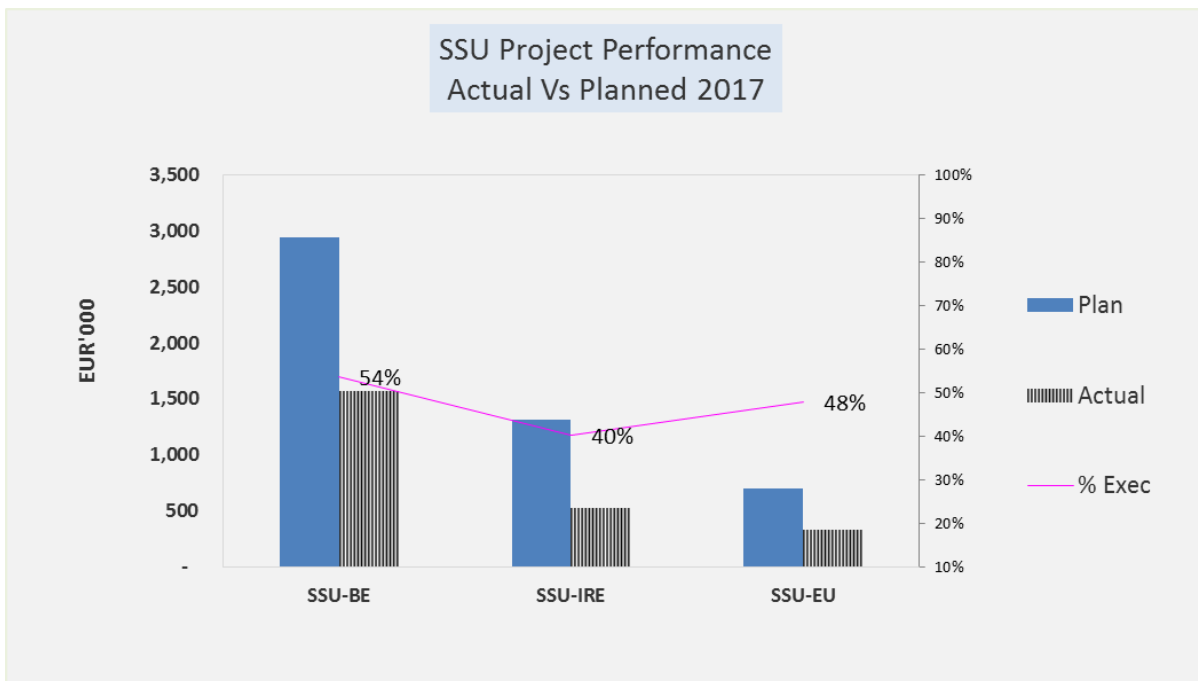
1.2 Budget Execution (in EUROS)

1.2.1 Performance

The *SSU Program overview 2015-2020* chart below shows the expenditure (actuals and forecast) of the three projects during the implementation period of the SSU program.



The *SSU Program Performance Actual - Vs - Planned 2017* chart below shows the performance of the three projects during 2017. The analysis of the project's performance is detailed in the section below.



SSU – BE UGA1402711

Output/ Result	Budget (Euros)	Expenditure		Balance	Execution rate
		Previous years	Year covered by report (2017)		
Total	16,000,000	1,159,172	1,574,375	13,266,453	17%
Output 1	2,190,000	303,439	192,989	1,693,572	23%
Output 2	357,200	45,870	69,861	241,469	32%
Output 3	10,248,000	329,175	643,082	9,275,743	9%
Reserve	538,300	-	19	538,281	0%
General Means	2,666,500	480,688	668,424	1,517,388	43%

Analysis of performance

In 2017, the total expenses within this Belgian funded component were 1,574,375 EUR. This is 54% of the originally planned budget expense for 2017 (2,937,300 EUR). The total execution rate so far is 17% (of 16 million euro). This seems a rather low rate of execution for second project year, but since the main project expenses are foreseen under grants and infrastructure and both were still in an inception phase in 2017, this execution rate is acceptable. The expenditure in Result 3 will be peaking later as the project progresses (see chart *SSU Program Overview 2015 – 2020* above), as is the case in all infrastructure projects.

SSU – EU UGA160321T

Output/ Result	Budget (Euros)	Expenditure		Balance	Execution rate
		Previous years	Year covered by report (2017)		
Total	4,900,000	61,342	357,891	4,480,766	9%
Output 1	3,200,000	7,673	114,073	3,078,254	4%
Output 2	721,500	17,431	91,286	612,783	15%
Management Fee	320,500	3,704	22,998	293,797	8%
General Means	658,000	32,534	129,534	495,932	25%

Analysis of performance

In 2017 the total expenses of this component raised up to 334,893 EUR (exclusive Management Fee). This is 48% of the planned budget for 2017 (699,000 EUR). The implementation phase for SSU-EU started in Q3 2016 and an addendum of 2.45 M EUR was signed in June 2017, hence a total execution rate of 9% so far (of 4.9 million euro). Though many activities (including processing of the SDF) were initiated in 2017, not all members of the EU-team were recruited yet. Due to a rigorous but prolonged selection process for the SDF grantees, there was delay in expenditure in output 1 that will be caught up early 2018.

SSU – IRE UGA160331T

Output/ Result	Budget (Euros)	Expenditure		Balance	Execution rate
		Previous year	Year covered by report (2017)		
Total	6,000,000	116,057	587,657	5,296,286	12%
Output 1	393,700	836	41,816	351,047	11%
Output 2	203,640	0	83,754	119,886	41%
Output 3	4,074,100	10,788	260,615	3,802,697	7%
Reserve + MF	641,260	11,501	58,236	571,523	11%
General Means	687,300	92,932	143,235	451,133	34%

Analysis of performance

In 2017 the total expenses (exclusive of Reserve and Management Fee) of this component raised up to 529,420 EUR. This is 40% of the planned budget for 2017 (1,317,500 EUR). Due to the delay in delivery of the shipment for the BTVET tools, the ongoing design for infrastructure as well as a long selection process of the SDF grantees, there was delay in expenditure in output 3. In addition, the team faced difficulties to fill some key functions of the Karamoja team in 2017. The total execution rate is 12% (6 million euro) with a raise in expenses foreseen in as the project progresses in 2018 and 2019 (see chart *SSU Program Overview 2015 – 2020* above).

1.2.2 Modalities

In a bid to improve the transparency towards our donors and based on the recommendations from the Audit of the Belgian Treasury of November 2017, this chapter intends to clarify three specific operational modalities that have impact on the budget of the projects; eligibility of VAT, cost allocation of Programme Management Unit and allocation of common expenses at Central Level SSU office in Kampala.

- **VAT**

For the SSU-BE UGA1402711 project, and agreed in article 8.2 in the Specific Agreement signed between the Kingdom of Belgium and the Republic of Uganda no part of the funds will be used for taxes, duties and charges. Therefore VAT is claimed back at URA in case they were paid by Enabel.

For the SSU-EU UGA160321T project, by derogation to article 18.1 of the General Conditions, activities are implemented under the crisis procedures of the EU, and duties, taxes and charges including VAT are eligible costs.³

For the SSU-IRE UGA160311T project, article 4.2 in the signed memorandum of understanding between the Embassy of Ireland and BTC, it is mentioned that taxes, duties and charges are eligible.

- **Programme Management Unit (PMU) specific cost centre UGA1603411**

PMU expenses that cannot be assigned directly to this specific project will be reallocated *a posteriori* to all education program projects (SSU+TTE) based on a perceptual allocation key (Annual budget of activities/ Total annual budget of activities). For the SSU component following percentages apply.

	SSU-IRE (UGA160331T)	SSU-BE (UGA1402711)	SSU-EU (UGA160321T)
Annual budget of activities/ Total annual budget of activities (Q1 & Q2 2017)	12%	32%	7%
Annual budget of activities/ Total annual budget of	12%	31%	10%

³This was confirmed by email from EU Delegation in Kampala on 28 March 2017.

activities (Q3 & Q4 2017-after EU addendum June 2017)			
Budget_line	Z_04_04	Z_04_04	Management fees

- **Central Level SSU office Kampala allocation costs UGA1402711**

Common operating expenses (such as cleaning, internet,) made at Central Level Kampala office for the component SSU are pre-financed out of the SSU-BE project budget. These earmarked expenses are reallocated to each project individually according the schedule below.

	SSU-IRE (UGA160331T)	SSU-BE (UGA1402711)	SSU-EU (UGA160321T)
Budget % activity budget annual/budget annual SSU (Q1 & Q2 2017)	24%	63%	13%
Budget % activity budget annual/budget annual SSU (Q3 & Q4 2017-after EU addendum June 2017)	22%	59%	19%

1.3 Self-Assessment Performance

1.3.1 Relevance

	Performance
Relevance	A

The intervention is fully in line with the Skilling Uganda Strategic Plan (10-year BTVET Strategic Plan). The plan is expected to result in a systemic change transforming the TVET sub-sector in Uganda *into a comprehensive system of skills development for employment, enhanced productivity and growth*. The project therefore facilitates interaction between all relevant stakeholders: on the policy level, in the private sector and at Business Technical, Vocational and Education Training (BTVET) training institutions.

Deepening partnerships with employers/the private sector (*linking the world of school with the world of work*) is considered a crucial factor in upgrading the relevance and quality of skills development, especially in a fragile economic context.

Although the private sector-led Reform Task Force (RTF) was discontinued by the Ministry of Education and Sports (MoES) in 2017, the project has continued to engage the private sector at all levels of its intervention. At national level (R1), the project & the Belgian Embassy jointly organized a South-South Dialogue on the participation of the private sector in skills development, taking in lessons learned from neighbouring countries. The pilot of the Skills Development Fund (SDF) (R2) is brokering joint venture initiatives between the private and the public sector in skills provision and the work packages for the support to the 7 partner Vocational Training Institutes (VTIs) in Karamoja and Albertine/Rwenzori region include the establishment of Public-Private partnership (PPP) agreements at grassroots level (R3). The involvement of the private sector is also one of the key-subjects of the regional/local skills platforms that are piloted in all the three regions covered by the project.

The project is deemed relevant and significant to contribute to addressing the youth unemployment concern in Uganda. Equipping unemployed and out of school youth with qualitative skills that meet market demands is an important pathway in addressing youth unemployment in the different regions covered by the intervention. "Skilling Uganda" foresees an open system for skills trainings for 'all Ugandans', thus including equitable access to skills training for vulnerable people (youth, women and girls, refugees and marginalized groups). As such, the intervention contributes to the objectives of the overall national development framework: the National Development Plan (NDP2) and Vision 2040.

Belgian Cooperation

For its field component in the Albertine-Rwenzori region, the project focuses on skills development around the economic sub-sectors servicing the oil and gas sector (in upstream development until 2021), mainly development of infrastructure including drilling facilities, refineries, pipe lines, roads etc. Following the labour market scans of 2016, the project has been accompanying its partners VTIs in specializing in trades relevant to the Oil & Gas development context while also taking in other growth sectors such as the tourism sector with important national parks such as Rwenzori, Murchison and Queen Elizabeth national parks.

EU Trust Fund

This component is fully integrated into the *Support Programme to the Refugee Settlements and Host Communities in Northern Uganda* (SPRS-NU) programme of the EU Trust Fund, focusing on initiatives to increase the level of education for refugees and the host communities, develop relevant skills for youth, women and girls of refugees and host communities and improve livelihoods of refugees. The need to tackle youth unemployment in the region remains relevant, which is further confirmed by the high numbers of youth that are Not in Employment, Education or Training (NEETs): 8/10 of the refugee population and 9/10 of the host community.

In line with the other regions covered by the SSU intervention, the EU component supports policy and practice to contribute to improved employment opportunities for refugees and their host communities through short and medium term Vocational Training and Entrepreneurship Support in Northern Uganda, including Kiryandongo. Putting in practice its component of ensuring equitable access to skills for the refugee population, the intervention is mainstreaming the national BTVET reform strategy and its underlying principles.

Based on labour market scans (LMS), training needs assessments (TNA) and dialogue with relevant partners, the intervention supports training that is relevant to the local market, as well as creating new training and employment opportunities in the refugee settlement context, e.g. the humanitarian service provision. Investments in shelter, building, maintenance, food production, and services in the refugee settlements boost employment in the region and allow training providers to integrate a “work-based learning” (WBL) components in their training programmes. Breaking down non-formal skills provision into its smallest component through the instant trainings (based on training needs in livelihood activities), the access to skills provision in the region clearly increases.

The SSU-EU intervention is considered as an important element contributing to local integration of refugees in Northern Uganda and meanwhile making refugees more resilient upon return to their country of origin. As such, SSU-EU finds itself in the “nexus” between humanitarian and development support to vulnerable communities and hereby fully integrates with the Ugandan Government Settlement Transformative Agenda (STA) and the aligned self-reliance strategy "Refugee and Host Population Empowerment" (ReHOPE) programme (2016-2020). Last but not least, the intervention has actively advocated for skills development within the development of the Education Response Plan (ERP) for Refugees and Host Communities in Uganda (2018-2021) and in the context of the refugee policy debate during the Solidarity Summit (June 2017) and the conceptualisation of the Comprehensive Refugee Response Framework (CRRF) which was piloted in the country in March 2017 and is coordinated by the Office of the Prime Minister (OPM) and UNHCR.

Irish Aid

This component follows the same strategic approach, and is contributing to the same objectives as the overall SSU-intervention, while targeting the geographical area of Karamoja. It is focusing on supporting the “Skilling Uganda” BTVET reform agenda, strengthening the national, regional and local Skills Development stakeholders and piloting new competitive and demand driven Skills Development funding mechanisms, while addressing the socio-economic concerns of the Karamoja region and existing employment needs for youth, women and girls in Karamoja. Recent studies (KRSU, August 2017) have reconfirmed the relevance of harmonizing existing skills and education programmes in Karamoja to ensure increased balance between skills pool and job opportunities.

The need to tackle youth unemployment in the region remains relevant and is further confirmed by the high numbers of NEETs youth. As such, the intervention adheres to the SU strategic objective to ensure equitable access to qualitative and relevant skills training for vulnerable people in the region, i.e. Karamojong, and in particular women and girls. To this end, the intervention has been collaborating with a number of actors to define local economic development

(LED) opportunities while taking into account the specific socio-economic opportunities of the agro-pastoral society in the region.

1.3.2 Effectiveness

	Performance
Effectiveness	B

Evaluating effectiveness entails determining the degree to which implemented activities and outputs contribute to delivering the programme's outcomes and specific objectives. Following the 2016 inception phase of setting up systems to support project implementation, the project performed satisfactorily in 2017 towards achieving the planned outputs for Result Areas 2 and 3. In 2017, the project successfully rolled out the Skills Development Fund (SDF) in all three different geographic areas and initiated a number of work packages in support of the seven (7) VTIs (including PPPs and pedagogical training). The 2017 progress review found the project to be effective in these result areas as evidenced by the achieved outputs leveraging direct contribution towards achievement of the project's outcomes.

Furthermore, the SSU communication team undertook several actions throughout 2017 (a multitude of events, social media presence and branded promotional/ awareness creation items), enlarging its visibility, creating awareness on the SDF, improving the Ugandan public opinion on BTVET and reaching vulnerable target groups, objectives which form the core of SSU's communication strategy devised in 2017.

The medium rated ranking of B is mainly due to the fact that some components are still in start-up phase (SDF launched but trainings are yet to start) and mostly because of the limited action taken in Result Area 1 throughout the year. In 2017, little progress was booked in terms of the establishment of a coordinated and formally agreed governance structure, vision and strategy, resulting from the continued unclear position of the Government of Uganda on the direction of reform process. Reaching effectiveness in this component goes beyond the control of the project team and this component was temporarily frozen during 2017.

Belgian Cooperation

At the level of the Albertine/Rwenzori region, the review deemed the project to be relatively effective for result areas 2 and 3. In mid-2017, the first 10 SDF grant agreements of the pilot call in Albertine/Rwenzori region worth 200.000 Euros were signed and training started for a total of 426 skills trainees of which 53% are young women. In addition, the 2nd call for this region was launched with a maximum budget of 700,000 Euros for which 116 concept notes were received by the end of the year, showing that both public and private stakeholders are willing and able to enter in joint ventures to provide marketable skills development targeting vulnerable youth, and are hereby enabling inclusion and relevance in skills development.

The support to the five (5) partner VTI's in the West has continued throughout 2017 following the agreed business plans of each institute. At this level, the reform process has been initiated via a series of capacity building activities for the management of the partner VTIs, including trainings in PPP for VTI managers and the private sector liaison persons (in collaboration with VDAB) and pedagogical trainings for the VTI instructors. Stakeholder workshops were conducted to improve Industrial Training (IT) processes by introducing modern tools for both the students and instructors to better monitor and evaluate the activity progress. The workshop participants included the VTIs, private sector, and MoES departments. Though improvement processes have only been initiated recently, the average score of the five partner VTIs on the self-assessment tool has already effectively increased from 1.3/4 in 2015 (baseline value) to 2.2/4 in 2017, exceeding the targeted 2/4 in 2017 for this outcome indicator.

Late 2017, the delivery took place of priority and basic ('quick wins') equipment and tools in support to the priority trades in the respective VTIs. Lastly, the finalisation of the detailed infrastructure designs for each of the partner VTIs were delayed and the target was not yet reached in this component at the end of 2017, jeopardizing the original timeline foreseen for the construction works at the VTIs. This is an issue for which decisive action will be required to ensure progress in the next year.

EU Trust Fund

In 2017 the foundations were laid for improving the access to and the quality of skills in Northern Uganda. A first SDF call for proposals (worth 1 million Euros) was launched and 40 applications went through a selection process, resulting in the selection of 5 proposals by November 2017 for an estimated total of 1500 beneficiaries (70% refugees, 30% host community) in 2018. Through the SDF, the principles of the SU-strategy (WBL, private sector involvement, efficiency, inclusiveness) have been mainstreamed in the proposals. Grant agreements will be signed as from January 2018, resulting in a relevant, efficient and effective training. In parallel, the intervention developed a voucher scheme framework for instant skills trainings (Window 3) via testing and piloting with a number of partner organisations. The Skills Development Platforms have been initiated in each district in Northern Uganda, aiming to enhance information exchange, coordination and consolidate actors' efforts towards skills development. The platforms, attended by a wide variety of stakeholders, kicked off a dialogue on quality of skills training provision for refugees and host communities, identified priority trades in the region, singled out a number of concerns of the stakeholders and facilitated the creation of a who is doing what where (4W's) tool on skills development.

In its leading communication role for all three components of the EUTF SPRS-NU programme, the intervention successfully ensured the visibility around the SPRS-NU programme in Uganda and in Europe, through the organization of a successful project launch and the dissemination of visibility materials including videos and enabled effective and efficient engagement with the various target audiences as part of the visibility and communications efforts. The communication team also organized a stakeholder mapping for Northern-Uganda early 2017, which fed into an agreed and approved visibility manual of the SPRS-NU.

Irish Aid

In 2017, the institutional support to the two (2) partner VTIs in Moroto (St. Daniel Comboni) and Nakapiripirit (VTI) has focused on developing their own business plans based on the Skilling Uganda objectives. In addition, the capacity building activities of their staff was initiated in cooperation with the Western Uganda component. Instructors of both VTIs have participated in trainings on pedagogical skills, set-up of PPP's and the support to the Master Craftsmanship programme has started. With regard to result area 2, a first SDF call for proposals (worth 400.000 Euros) was launched in Karamoja in May 2017 by the First Lady. The initial 63 applications have gone through a thorough selection process and will be presented to the Selection Committee early 2018. The efforts to support the BTVET reform agenda in Karamoja through coordination of skills development stakeholders at regional and district level are ongoing. The intervention has also extended its outreach to other recognized VTIs in the area by supporting a self-assessment and development of their respective strategic business plan.

Lastly, both VTIs have developed and validated their infrastructure Master Plans that present the vision of the school for the next 20 years. On that basis, the preliminary infrastructure designs for the two partner VTIs moved on and the final infrastructure designs were in their final stage at the end of 2017.

1.3.3 Efficiency

	Performance
Efficiency	C

All activities and outputs are considered cost efficient and outputs show value for money albeit with some delays. Funds were available and planned for, but were not fully spent due to several delays that affected overall execution. Hence the “C” rating

Belgian Cooperation

The finalization of the detailed infrastructure designs for each of the partner VTIs was delayed and was not reached at the end of 2017 as originally anticipated, hereby jeopardizing the original timeline foreseen for the construction works at the VTIs. The delay is attributed to the inclusion of additional approval stages that were not anticipated, delayed payments due to non-remittance of VAT contributions by the GoU, quality concerns around poor initial submissions by the consultants and ultimately also the delays in decision making on the modalities to use for procurement. Decisive action will be required to ensure progress in the next year.

Though a number of work packages in support of the performance objectives of the VTI business plans have been put in motion (PPP, pedagogical support, etc.), some planned capacity building actions of the partner VTI's instructors (technical training of trainings, Competency Based Training (CBT), etc.) are under preparation but have not yet taken place. In 2018, prioritization amongst the ten work packages will be required to increase efficiency.

The first pilot call of the SDF in Albertine/Rwenzori started successfully in July 2017, but the the implementation of activities was hampered by quality concerns in terms of reporting (inadequate and incomplete reporting initially submitted by the grantees), which delayed release of funds for subsequent quarters, hence the slow absorption of the funds. Built on lessons learned from the pilot a more rigorous and pro-active monitoring system is being prepared by the SDF unit.

EU Trust Fund

This component was scaled up early 2017 with an increase in objectives as well as staffing. As the relevant staffing was not yet in place by the end of the year, an accelerated implementation of activities is foreseen in 2018. A Skills Development Field Manager, M&E officer, International Skills Development Expert and Grants Expert were eventually recruited to report in January 2018.

In 2017, the team operated from Kampala, which has been reviewed and the opening of a field office in Arua is foreseen for early 2018 to increase field presence, monitoring capacity and efficiency.

In addition, though many activities were rolled out during 2017, there is a reported underspending, which can mainly be attributed to delayed signing of the grant agreements of the first call for proposals to benefit from the SDF. Where the first expenditure was originally foreseen for end 2017, it will be concluded in the first quarter of 2018. Delays were due to teething problems in selection procedures (quality control of service providers ensuring the appraisals), the need for quality control of the selected grantees' proposals and final drafting and validation of agreements. In addition, the setup of the voucher scheme framework for instant skills trainings is done through a prolonged piloting scheme. Based on initial lessons learned, the pilot phase was extended ensuring adequate system building with partners to ensure proper division of labour with the livelihood partners and training providers prior to roll out of an online system.

Irish Aid

Early 2017, the Karamoja field office was successfully established, field team were put in place and activities started after an accelerated inception the year before. Efficiency of the field team was hampered by staffing issues that were finally addressed by the end of the year.

The preliminary infrastructure designs for the two partner VTIs were efficiently implemented (under own management), with an additional stage for master planning and some minor delays due to quality concerns, moving towards finalisation of the detailed design early 2018. In order to create an economy of scale and speed up the inception phase for the component, the work packages in support of the VTIs implementation of their business plans are processed jointly with other field

teams. Prioritization amongst the 10 WPs will be required in the next year.

The selection process for the initial SDF call of the Karamoja basket was successfully managed though with some delays due to bottlenecks in handling of the various SDF caseloads. As a result, the signing of SDF grant agreements in Karamoja did not take place in 2017 as foreseen and is now expected early 2018. Similar to the EU component, the full roll out of the instant skills trainings is delayed due to a prolonged piloting stage.

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

The full integration of the project in the Skilling Uganda reform strategy should result in a likelihood of sustainability of the benefits of the intervention. This full sustainability does however depend on the sustained adherence of the Government of Uganda and its key skills development stakeholders to the implementation of the Skilling Uganda strategic plan. With the abolishment of the private-led RTF by the MoES, the position of the GoU on its adherence to the reform strategy became unclear early 2017. The high-level backing of the new TVET Council proposal to steer the BTJET strategy at policy level is a reassuring step in the right direction; yet the SSU intervention is awaiting an update from the MOES to understand its (renewed) alignment to the SU principles, notably around the private sector steering of the reform.

At all levels of implementation, the intervention actively seeks a participatory, bottom-up approach, keeping the various constituencies in the driver's seat. Given the significant amount of work done with regard to ensuring ownership and building institutional and management capacity of its institutional partners (VTIs as well as BMOs), the project further aims to contribute to a sustainable institutionalization of the intervention.

As for result area 2, the SDF grantees are required to include the element of sustainability in the design, implementation and management of their projects. However, this aspect will also be addressed during the monitoring and learning around the roll out of the innovative SDF trainings. The TVET Council discussions late 2017, have tabled to issue of diversification of financing and (though considerable political and legal work lies ahead) an initial in principal agreement with the idea of setting up an national training fund based on a levy has been expressed by the employers, social partners and the GoU. The pilot SDF mechanisms managed by Private Sector Foundation Uganda (PSFU) and SSU will serve as a benchmark.

Belgian cooperation

Throughout 2017, the management of the five partner VTIs in the Albertine-Rwenzori continued to be in the driving seat to design the intervention in their respective institutions. This participatory approach ensures the ownership of the change process in the respective institutes. Continued support to the development of business plans, not only including strategic ambitions but also costing them, should allow the management to prepare the sustainability of the investments done by the intervention. The business plans include a diversification strategy with the set-up of a production unit approach and other income generating activities that should increase the income basis of the institutions to cover recurrent costs.

Along the lines of Skilling Uganda, the project approach also works closely with the private sector through cooperation with BMOs such as UMA, USSIA, etc. and supporting the partners to establish PPP agreements. Given the dynamic conditions with an emerging economy around the accelerated Oil & Gas development, continued support will be necessary throughout 2018 to ensure that the VTIs can create a sustainable alliance with the private sector. The formal inclusion of the private project in the governing council as stipulated by the Skilling Uganda Strategy policy continues to be delayed by the GoU.

In addition, the continued capacity building of the project focuses on the performance gaps earlier

identified by the partner VTIs in the long term human resource training plans (with SDHR). With regard to infrastructure support to the partner VTIs, the current ad-hoc arrangements for operation and maintenance will need to be improved in guaranteeing ownership towards the end of the project.

EU Trust Fund

The integration of the skills development component for refugees and host communities into the more general support to the implementation of the Skilling Uganda strategic plan, not only guarantees a sustainable anchorage of the outcomes of the project but also contributes to inclusive approach towards the most vulnerable in the system building around Skilling Uganda. Though an update on the roll out of Skilling Uganda is expected from the GoU, the national debate around diversified financing for skills development is being benchmarked on the piloting of the SDFs implemented by SSU and PSFU.

The organization of Skills Development Platforms (SDP) in the region, attended by a variety of stakeholders (local government, private sector, NGO's, VTIs), initiated the direly needed information exchange among the different partners in the various districts in Northern Uganda working towards a collaborative approach in Skills Development. The team further continued to participate in different coordination meetings such as the livelihood sector working group, the education sector working group and interagency meetings, ensuring skills related issues are addressed and information is exchanged on livelihood and labour market needs and adequate training modalities.

The launch of the first SDF call for proposals in the Northern region stimulated the creation of bottom-up joint ventures between NGO's, training providers and the private sector in Skills Development. The selected grantees are required to include the element of sustainability in the design, implementation and management of their projects. Continued capacity support to the SDF beneficiaries will be important to ensure the sustainability of their partnerships with the private sector in Skills Development.

Lastly, the existing strong coordination mechanism around the CRRF in Uganda, led by the Office of the Prime Minister, UNHCR and the implementing partners presents a big opportunity for scaling up of initiatives beyond the scope of the project. In 2017, the SSU intervention took the lead on advocating for Skills Development in the set-up of the CRRF in Uganda, as well as during the development of the 'Education Response Plan for Refugees and Host Communities in Uganda' (2018-2021) led by the 'Education in Emergency' (EiE) actors (MoES, UNICEF & UNHCR), by providing a refugee specific context analysis of skills development in Northern Uganda and technical advice on issues related to skills development, hereby ensuring the integration of Skills Development in the long-term refugee response agenda.

Irish Aid

The participatory approach in working with the management of the two partner VTIs is ensuring the ownership of the intervention and contributes to putting sustainability measures in place. Throughout 2017, the partner VTIs in the region have been supported in the development of their respective strategic business plans, human resources development plans and infrastructure master plan. As such, the partners are supported in implementing the enterprise model to boost the institution incomes and by means of capacity building trainings. The review of the law of the governing council structure with inclusion of the private sector as backed by the Skilling Uganda Strategy guidelines is yet to be approved by the GoU. In addition, the other VTIs in the region have also been supported in the development of their respective strategic business plans.

The selected grantees of the SDF are required to include the element of sustainability in the design, implementation and management of their projects. Additional support in this regard will be required to the grantees.

Similar to the other project areas, there is considerable interest of all development stakeholders (including the Government and international donors and civil society actors) in the Karamoja region

to address the socio-economic development of Karamoja. Therefore, a collaborative effort via the Karamoja Development Partners Group (KDPG) or the Skills Development Platforms (SDPs) is key to continue labour relevance analysis in the region.

1.4 Conclusions

Throughout 2017, the intervention has worked further towards supporting the roll out of the Skilling Uganda reform strategy by implementing a series of activities through a wide set of stakeholder collaborations, joint activities with sister projects, piloting innovative approaches to skills development and seeking to make the reform strategy a reality both at the national level and at grassroots level of the BTVET institutions.

Besides the successful South-South event on private sector inclusion in skills development, limited traction was noted on Result Area 1 in 2017. Prior support from the project to the establishment of a coordinated and formally agreed governance structure, vision and strategy, namely through the participatory development of the Skills Development Authority (SDA) proposal was disregarded by the MoES in 2017. Given the abolishment of the private-led RTF by the MoES early 2017 (which casted uncertainty on the sustainability of the intervention), this part of the intervention has been downscaled until a clear position was received by the Government of Uganda on the direction of the reform process. The high-level backing of the new 'TVET Council' proposal to steer the BTVET strategy further at policy level which was presented by the end of 2017, was a reassuring step in the right direction; yet the SSU intervention is awaiting an update from the MoES to understand its (renewed) alignment to the SU principles, notably around private sector steering of the reform. Meanwhile the SSU project has continued to engage the private sector at all levels of its intervention.

With focus tilted towards the field activities, significant progress has since been made with regard to result areas 2 and 3. In 2017, the project successfully rolled out the SDF mechanism in all three different geographic areas, with over 200 joint venture applications received and processed through a rigorous multi-staged selection process. At the seven partner VTIs' location, design works have been ongoing and nearing a move towards construction albeit with delays. The field teams have been preparing a number of work packages in close coordination with the management of the respective VTIs. Lastly, a multitude of events and actions were undertaken by SSU's communication team that contributed to the core objectives embedded in the project's communication strategy (see details and communication products in annex).

All activities and outputs are considered cost efficient and although funds were available and planned for, they were not fully spent due to several delays that affected overall execution, caused by various external as well as internal factors.

Belgian cooperation

As the labour market scans of 2016 highlighted skills requirements of the upcoming development of the Oil and Gas sector, the project has been accompanying its partner VTIs in specializing in trades relevant to the Oil and Gas development context. Design works have been ongoing, although with delays, preparing the initiation of construction works, and a number of work packages in support of the performance objectives of the VTI business plans have been put in motion. The effectiveness of the interventions is reflected in the significant increase of the average score on the self-assessment tool (1.3/4 in 2015 to 2.2/4 in 2017) for the five partner VTIs. In 2018, prioritization amongst the ten work packages will be required to increase efficiency.


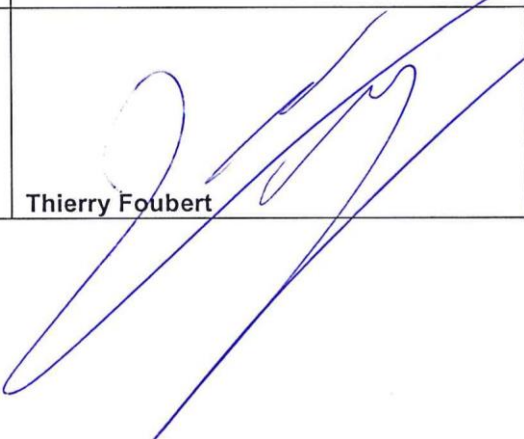
The first pilot call of the SDF in Albertine/Rwenzori initiated the creation of bottom-up joint ventures between the private and the public sector in the region and yielded important lessons learnt that can be capitalized on in the following calls.

EU Trust Fund

In Northern Uganda the intervention fully aligns with the Government’s Settlement Transformative Agenda (STA) and the ReHOPE programme, and feeds into pillar 2 (emergency response and ongoing needs) and 3 (resilience and self-reliance) of the CRRF, with its nexus approach spanning the humanitarian-development divide. The intervention focuses on initiatives to increase the level of access to skills training for refugees and the host communities, develop relevant and qualitative skills for youth, women and girls of refugees and host communities and improve livelihoods of refugees. In 2017, the foundations were laid for innovative, adaptive skills training for refugees and host communities through the launch of the first SDF call for proposals. By the end of the year, 5 joint venture partnerships were preselected to train approximately 1500 youth. In addition, skills provision has been broken down to its smallest possible form, namely the instant trainings that are under preparation and piloting based on training needs identified by livelihood activities. The intervention’s technical lead on Skills Development in the regional Skills Development Platform meetings, in the development of the Education Response Plan (ERP) for Refugees and Host Communities in Uganda (2018-2021), in the context of the refugee policy debate during the Solidarity Summit (June 2017), and in the conceptualisation of the CRRF (established in March 2017), confirmed the need for concerted efforts and technical advice around Skills Development.

Irish Aid

Given the considerable interest of all development stakeholders (including the Government and international donors and civil society actors) in the socio-economic development of the Karamoja region, the intervention will continue to address the skills mismatch in the region. It will do so in collaboration with a number of non-profit and livelihood actors to define local economic development opportunities while taking into account the specific socio-economic opportunities of the agro-pastoral society. In line with the other components, the intervention in Karamoja focuses on supporting the “Skilling Uganda” reform agenda, through its ongoing institutional and capacity support to the two partner VTIs, and through the pilot of the competitive and demand driven Skills Development funding mechanism; hereby addressing the socio-economic concerns of the Karamoja region and existing employment needs for youth, women and girls in Karamoja.

Project Coordinator	Co – Coordinator
 Elliot Arinaitwe	 Thierry Foubert

NOTA BENE: this report is the result of a 3-day review and planning exercise conducted from January, 20-31 2018 by the entire SSU team jointly with representatives from the MOES M&E department.

2 Results Monitoring⁴

2.1 Evolution of the Context

2.1.1 General Context (2017)

At the national level, the Skilling Uganda strategy advocates for a shift in focus from BTVET as a mere sub-sector of education towards: *a comprehensive system of skills development for inclusive employment, enhanced productivity and growth*, targeting all Ugandans in need of skills development other than low achieving school leavers, a delivery context based on flexible, workplace oriented environment and not necessarily the formal school system, and a management system focusing on public/private partnerships. The strategy is meant to allow the government to test out interventions to reform the public vocational institutions and courses targeting particular sectors, involve the private sector in governance, training and delivery, as well as set up system level mechanisms for responding to labour market needs and ensuring quality. In order to achieve this change, Skilling Uganda provides for five specific objectives;

- (i) *Raise the economic relevance of BTVET*
- (ii) *Increase the quality of skills provision*
- (iii) *Provide equitable access to skills development*
- (iv) *Achieve greater organization and management effectiveness in BTVET*
- (v) *Increase internal efficiency and resources available for BTVET.*

It is within this context that the SSU project was perceived to support the implementation of Government's reform aspirations towards skills development and addressing the youth unemployment problem in Uganda.

2.1.2 Institutional Context

The project fits within the objectives of Skilling Uganda strategy, e.g. business plans were developed based on the strategic pillars of Skilling Uganda strategy, launch of the SDF to support skills training through joint venture trainings based on the labour market needs and organization of associations e.g. BMOs, USSIA among others.

Whereas Skilling Uganda has been spearheaded by two consecutive Reform Task Forces (RTF) since 2012, little traction has been recorded towards the intended paradigm shift, especially at national level where BTVET management remains highly fragmented.

Despite a multitude of support activities support by a number of Education Development Partners (EDPs) throughout the years (including a wide stakeholder consultation process led by SSU in 2016), to date, little progress has been made towards a unified and coordinated management skills development in Uganda, let alone co-led by the private sector. Moreover, the body responsible to lead the reform, namely the RTF was discontinued by the MOES in 2017, as were their products (e.g. the Skills Development Authority (SDA) proposal). However, the dialogue around Skilling Uganda was intensified at higher level towards the end of 2017, crystalizing on a document developed internally by the MoES (establishment of a TVET council) that was presented and discussed at high level meeting in October 2017 which was attended by a large number of stakeholders from within the MOES, the private sector and with other relevant partners such as the Ministry of Finance and Planning (MoFP), the Ministry of Gender, Labour and Social Development (MGLSD). The SSU project has thus discontinued its support to the RTF and is

⁴ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

awaiting an update from the MoES to understand its alignment to the SU strategy and its core principles (such as the inclusion of the private sector in the reform process). In addition, the intervention is aligned with the Belgian policy on development cooperation, which focuses on partnerships with the private sector and digitalization for development.

While awaiting progress at the national system level, the project continues to be involved in the dialogue at high level forums and supports the EDP with technical advice in the discussions around establishment of a coordination mechanisms for skills development as well as at sectoral thematic level (SSCs). There are also ongoing efforts in the three regions (Albertine/Rwenzori, Karamoja, Northern Uganda including Kiryadongo) to establish functional regional and district level Skill Development Platforms.

2.1.3 Management context: execution modalities

Effective and efficient project management is critical to smooth and speedy implementation of the project leading to achievement of key indicators. The project is implemented by Enabel, the Belgian Development Agency, with a coordination unit anchored within MoES, under the oversight of the MoES Department of Planning. The MoES reshuffled some of the project's focal points within the directorates, and the original members of the project Steering Committee were brought back to ensure all relevant stakeholders to be present while addressing reforms in Skills Development. This allows for more focused strategic discussion at SC level. With the institutional review around the abolishment of the RTF and the preparations around the TVET Council, there is need to orient the new focal points to have a proper technical and strategic anchorage for the project inside and outside the MOES.

Throughout the year, the SSU team expanded rapidly and further consolidates its operations vis-à-vis three regional components. In 2017, the SSU project office, as well as the two field offices in Fort portal and Karamoja were further strengthened with recruitment of more staff to fill the capacity gaps that were being experienced during project implementation. At management level this scale up required a set-up of monthly management meetings, monthly technical meetings, weekly office team meetings as well as an organized management of field staff. The set-up of a communication unit clearly is bearing fruit with a positive visibility of the project. By the end of 2017, a Monitoring and Evaluation team was set up to support the monitoring and evaluation of project progress and outcomes and some of the key activities both to build capacity and track progress included launching the tracer studies, as well as backstopping staff in result oriented quarterly reporting with the three implementing units.

In November 2017, SSU underwent an Audit of the Belgian Treasury (which is part of the permanent control of the accounts of BTC/Enabel as a public-law company with social purposes). The audit team citing time constraint focused on the following key topics including: Public procurement contracts, Grant Agreements, Follow-up of execution in the form of training and workshops, and Personnel file. In the audit report received on 19 December 2017, a number of improvement points especially focused on follow up mechanisms of the grants system (based on a case study of 1 pilot grantee in Albertine/Rwenzori) were raised. An action plan to address these recommendations was drafted and validated by the Project Management Team for action in January 2018.

2.1.4 Harmo context

The SSU intervention coordinates its support activities with other main actors of Technical and

Financial Partners (TFP) active in a wider forum of support to the BTVET sub-sector in Uganda and more in specific those supporting the paradigm shift of Skilling Uganda, including public and private partners, where and when possible.

- SSU is a key player in the Education Development Partner's (EDP) group, specifically in the TVET sub-sector working group where partners trust the professional and technical expertise of SSU regarding TVET issues (e.g. TVET Council) at both policy and implementation level. SSU's activities on Skilling Karamoja have featured on the LDPG's website that aims at showcasing the key achievements of development partners in the realization of Uganda's vision 2040 and National Development Plan.
- By lack of a RTF to spearhead a multi-actor driven reform process, SSU has been obliged to keep open communication lines with all relevant stakeholders, including employers, social partners and other ministries. Though MoES now has taken the lead in bringing about a TVET Council, it will be key to keep the tripartite nature of SU in mind in the reform process. During 2017, e.g. MOGLSD – traditionally a key partner in Skills Development - has been developing its own *Quality Development of Apprenticeship* scheme in parallel.
- SSU works in close coordination with the World Bank's supported skills development interventions:
 - Alignment of activities in support to the institutional system change, technical advice on TVET council, consultation processes, etc.
 - Collaboration is ongoing with the Private Sector Foundation Uganda (PSFU) and the World Bank on the Skills Development facility: joint communication on the two funds is foreseen, a joint logo for the two funds was developed, and a mutual representation is foreseen at the respective grant and selection committees.
 - Pooling of support activities to the training institutes piloting implementation of SU at field level, where and when possible.
- Pooling of implementation of SU paradigm shift at field level:
 - In April 2017, in close collaboration with the Belgian Embassy, as EDP lead, the SSU project has organized a South-South round table Dialogue on the importance of the inclusion of the private sector in modern demand driven skills development. Colleagues from Ghana, Rwanda and Namibia have shared the regional best practices, while Ugandan local champions of industry shared their expectations from modern demand driven skills development at a largely attended event under the auspices of the First Lady and Minister of Education and Sports in Nakawa in April 2017. Managers from VTIs supported by the partner projects supported through WB, GIZ, AVSI, etc were invited to this South-South event.
 - Close collaboration with GIZ-SOGA programme for skilling in O&G context, with AVSI Agri-skills programme to pool resources and capacity building activities and jointly pilot paradigm shift at field level.
 - Both at field and national level, close collaboration with BMOs and their members (including master crafts' persons (MCPs) from the informal economy) to ensure that the inclusive mission of SU towards improving youth employment takes root. At the same time, collaboration with Champions of Industry, such as Roofings (ministerial visit June 2017), MTN, etc is key to ensure that the SU can make the paradigm shift towards relevance and economic growth. Here the increased activities around the International Oil & Gas Companies (I.O.C) will require follow up.
 - Planning of sustained peer-to-peer support networks between pilot training institutions as well as local development partner present in the field, in the framework of Skilling Uganda (refer Nakawa event). There is a need to continue building further on these synergies with all stakeholders of the 5 specific BTVET providers in Western Uganda and 2 in Karamoja and seek opportunities for joint implementation of change processes with partner projects.

- Expansion of SSU to other regions, with funding from other partners (Irish Aid and EU) created more opportunities for collaboration and platforms for experience sharing:
 - The regional and district level SDPs are considered an effective platform for taking stock of who is doing what where how (4Ws) to further facilitate the learning and sharing of best practices on skills development activities as well as ensuring coordination and ownership of SSU programme at the local authority level. Through these platforms SSU intends to provide technical guidance to partners in the field and hence ensure that the achievement making SU a reality on the ground in spite of national coordination mechanisms.
 - Capitalizing on different regional socio-economic realities, feeding systemic change at national level,
- The CRRF roadmap has been endorsed by GoU and all partners and with SSU's ongoing work in Northern Uganda and Kiryandongo on skilling refugees and host communities, SSU has the comparative advantage of taking the lead as technical advisor in skill development provision and coordination in this area.

2.2 Performance Outcome

OUTCOME: The quality of skills development is enhanced and responsive to labour market needs in line with the skilling Uganda reforms.

Following the Theory of Change (TOC) workshop in 2016 which reviewed the project M&E framework and integrated all 3 SSU project components (BE, EU and IRE), outcome and output indicators in three common result areas were broken down as reflected below:

Result area one; Outcome 1: Governance structure ensures responsiveness of skills development activities to Private sector and labour market needs

Result area two; Outcome 2: SDF grant recipients provide quality skills development programs that are responsive to private sector and labour market needs

Result area three; Outcome 3: Centres of Excellence provide quality skills development programs that are responsive to local private sector needs



RESULT 1: System Change/Paradigm Shift: Governance structure ensures responsiveness of skills development activities to labour market needs

2.2.1 Progress of indicators

Indicators ⁵	Baseline value (2015)	Value 2017	Target 2017	End Target 2020
SDA formally established and operational	N/A	0	0	SDA up& running
Number of SSCs and SDPs established and contributing to making SD relevant	5 SSCs, 0 SDPs	4 SDPs & 5SSCs	5 SSCs	14 (9 SSCs, 5 SDPs)

2.2.2 Analysis of progress made

The project has continuously engaged with the MOES and other stakeholders to fast track the realization of a national PPP governance structure that ensures coherency and responsiveness of skill development activities to labour market needs in response to outcome indicator 1.1 (i.e. SDA formally established and operational). However, since the SDA proposal, developed in a participatory manner by SSU in 2016 upon request of the MOES has not been taken further, the project halted further activities in this regard.

Nevertheless, some activities were undertaken to continue contributing to creation of an enabling environment for a paradigm shift in BTJET from a top-down level, and to influence the overall perception on BTJET in Uganda, as embedded in the project's communication strategy. Hence the main activity of 2017 under this result was the high-level South-to-South dialogue on private sector inclusion in skills development that SSU jointly organized with the Belgian Embassy in April

⁵ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

at Nakawa VTI, which was livestreamed on the 'Enabel in Uganda' Facebook page. Attended by high ranking officials of relevant ministries (First Lady, the Permanent Secretary of MOES, representatives of other ministries), Champions of Industry and EDPs (Ambassadors of Belgian and Japan), the event facilitated an open-minded exchange with representatives from Ghana, Rwanda and Namibia. Furthermore, the project co-organized a public dialogue on skills training for the Ugandan Tourism and Hospitality Industry, another priority sector, in September, together with the Belgian and Dutch Embassies.

In addition, the project in collaboration with the EDPs provided constructive feedback and technical advice in regards to an alternative TVET Council proposal. The proposal was finally presented in October 2017, in a high-level dialogue organized by the MoES, overriding the previous RTF and SDA processes under Skilling Uganda.

As for the earlier establishment of Sector Skills Councils (SSCs), 5 SSCs are awaiting clarification on their positioning in the TVET council set up and are hence not yet functioning to their full potential. In collaboration with the USDP project, SSU will resume its support to the SSC early 2018 focusing on the Tourism SSC.

Also, following the initial activities of sectors selection, sector needs scan, labour market scans etc, in 2016; 2017 saw the launch of four (4) Skills Development Platforms (SDPs) at district level (Kiryadongo, Yumbe, Adjumani, Arua – EU) as platforms to bring together all the skills' stakeholders from the skills sector demand and supply side. The platforms stimulate the creation of a joint approach in Skills Development, namely in generating regional labour market intelligence, mapping who is doing what, how, where (4Ws), quality assurance of training provision, curricula adaptation and certification, to name but a few.

2.2.3 Potential impact

2017 saw the shift from establishing the SDA to formation of the TVET council as the national coordination body by the GoU. The TVET council is still not yet confirmed nor is it operational until it is allocated a spending vote in the coming financial year 2018/2019. The SSU project has thus discontinued its support to the RTF and is awaiting an update from the MoES to understand its alignment to the SU strategy and its core principles such as the inclusion of the private sector in the reform process. As an early mitigation measure, the project strongly advocates for proactive collaboration with key private sector actors, continued high level lobbying in collaboration with EDPs towards operationalization of the council, strong coordination with other implementing partners and continued initiation of/support to selected SSCs and SDPs to support the SU processes at field level.

It however remains important to note that the project has limited influence towards realization of this outcome this level. It requires high level political backing and strategic/political discussions at national level towards establishment of national coordination mechanism (TVET council) and to make it functional and operation. To that effect and in alignment with position of the EDPs as well as the agreement with the skills projects of the WB, support to the national level remains discontinued until clear decision making would have taken place at MoES level on the way forward.

Strategic alignment amongst the EDPs is also key in order not to duplicate efforts and to ensure a constructive dialogue towards implementing the common SU strategy.

RESULT 2: Piloting SDF: SDF grant recipients provide quality skills development programs that are responsive to labour market needs

2.2.4 Progress of indicators

Indicators ⁶	Baseline Value (2015)	Value 2017	Target 2017	End Target 2020
Number and % of SDF grant recipients that continue with improved practices (e.g. partnerships / WBL) 6 months after project	N/A	0	15%	60%
The level to which the following aspects have been integrated in the new short term training modules: integration of green skills, gender mainstreaming, life skills, HIV, entrepreneurship skills.	N/A	Integrated into the selection criteria. Roll out yet to be measured	15%	50% of grantees integrate cross cutting themes
Number of SDF beneficiaries that have enhanced their skills through instant (10-100 hours) courses responding to identified skills gaps for green economy, livelihood & market development and service delivery (disaggregated by vulnerability / gender origin / refugee)	N/A (Studies of WN & Karamoja)	45 (31 female, 14 male) trained under EU; 0 under BE and 0 under IRE)	700	3700 of whom 30% women (500-Albertine, 2200 EUTF, 1,000 Karamoja)
Number of SDF beneficiaries (disaggregated: vulnerability / gender / origin / refugee) that participate in training in formal BTVET and entrepreneurship training in order to enhance employable skills.	N/A	439 trained under BE (205 females & 234 males)	1000	4700 of whom 30% women (Albertine 1500, Karamojong 1000, EU 2200)
Utilization rate of start-up kits after 6 months after disbursement	N/A	0	10%	40% utilization
Level of adoption/ handing over of SDF management system to national authorities	N/A	Testing & documentation of processes (participatory selection committee)	Document best practices	SDF handover the National Authorities

2.2.5 Analysis of progress made

The major objective of the SDF is to provide support to joint ventures of SDF grant recipients to train youth, especially girls and women in an innovative way to help them build skills that are in demand on the labour market. Following the establishment of the SDF mechanism, a pilot call was launched in in 2016 in the Albertine-Rwenzori region. The resultant actions are addressing a wide range of market demanded skills trainings to the youth, women and girls with a total of 426 beneficiaries already trained in green economy, livelihood & market development and service delivery as well as other employable skills. The further roll out of the implementation of the SDF progressed well in 2017 with the call for proposals and selection process ongoing in the three respective pilot areas including Albertine-Rwenzori, Northern Uganda and Karamoja. However, it's important to note that it is too early to measure the outcome results of SDF as the first batch of trainees are about to finish their training by the end of 2017.

⁶ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

For the outcome indicator of adoption/ handing over of the pilot SDF management system to national authorities it is too early to report any progress.

2.2.6 Potential impact

On a positive note, given the awareness created around both the SSU and PSFU managed funds for the provision of demand driven skills training via PPPs with the private sector, there are high expectations for the fund to foster changed practices for skills development through partnerships between training institutions and the private sector. Working with different stakeholders in the selection committee representing national authorities & private sector is also one way to raise awareness for a national fund once coordination agency is up and running.

It is therefore key to ensure that the Fund's contribution is continuously highlighted and documented through collection of best practices. As a foresight, a study/exposure visit is being organized for government counterparts to be able to benchmark best practices regarding operationalization of the national SDF. In addition, qualitative action research will be undertaken to compliment tracer study to further track impact where people work in the same sectors.

Finally, despite the continued uncertainty about MoES/government support to a national level coordination mechanism, it is worth mentioning that high level discussions have taken place within GoU and the with the private sector in the framework of the TVET council. Though a lot of ground is yet to be covered, in principle, an agreement has been communicated around the set-up of a national training fund fuelled by a ring-fenced training levy.

RESULT 3: Support to Establish Centres of Excellence: Centres of Excellence provide quality skills development programs which are responsive to labour market needs

2.2.7 Progress of indicators

Indicators ⁷	Baseline Value (2015)	Value 2017	Target 2017	End Target 2020
No. and % of beneficiaries (men/women) that have received a certificate in accordance with employer needs, through a recognized technical and vocational certification body (e.g. Workers' Pas / City and Guilds, etc.) and in employment or self-employed.	Total number certified 954 out of 1697: Female - 171: Male - 783. i.e. 56%	1,001 (M), 278 (F) (BE); 99 (M) 49 (F) (IRE)	70% completed & certified	90% completed course and certified compared to enrolled
% Increase in number of trainees enrolled in priority sectors verses overall enrolment	Overall Enrolment 1697: Priority sector 575 i.e. Females 78 & Males 497 (6VTIs)	16.3% (BE) & 134.5% (IRE)	15%	30% increase in enrolment in the priority sectors
Score on self-assessment tool for partner institutions scoring on: (Relevance / Quality	1.3 out 4.0 (BE) & 1.8 (IRE)	2.1(over all);2.2 (BE) &	2.0 out of 4.0	Average Self-Assessment scores increase to 2.6 out

⁷ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

/ Equitable Access / Effective Management / Efficiency and resource mobilization		1.8 (IRE)		of 4.0
Percentage number of hours trainees spend engaged in WBL vis a vis number of hours trainees spend in BTVET Institution	Number of hrs in WBL 396/1386 in BTVET Institutions: i.e. 29%	32.02% (BE), 23% (IRE))	35%	45%

2.2.8 Analysis of progress made

Under result area 3, the SSU intervention seeks to support the establishment of Centres of Excellence (CoEs) that provide quality skills development programs that are responsive to labour market needs. To that effect it supports seven (7) partner BTVET training providers (5 in the Albertine/Rwenzori and 2 in Karamoja) to establish CoEs in a chosen priority sector for each training provider.

In 2017, the VTIs in Karamoja finalized their self-assessment, and those in the Albertine-Rwenzori updated the same (self-assessment), to establish their current status scoring according to the five (5) pillars of the Skilling Uganda strategy. Via these self-assessments, the VTIs in Western Uganda indicate an improved score from 1.3 at baseline level to 2.2 in 2017. Though the implementation of the change process at CoE is still in early stages, the progress on outcome level indicates an initial positive behavioural change in the way of prioritizing specific trades.

Regarding the follow up of work-based learning, the intervention is working with Master Crafts Persons (MCPs) to improve coaching. The monitoring of the impact of the improved tools is being tested by the Industrial Training (IT) focal points of the VTIs that have been supported to undertake a 'digitalized' tracking of apprentices via tablets. A report is expected to be finalized in the first quarter of 2018.

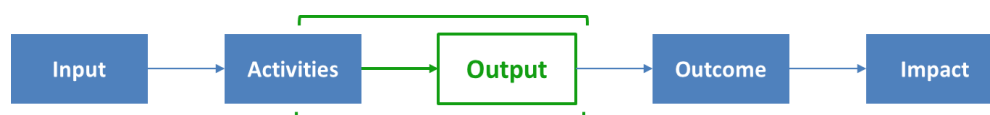
2.2.9 Potential Impact

With the development of Business Plans of the partners VTI training providers based on the 5 Skilling Uganda Strategy 5 pillars, the project shall support the implementation of their plans through a complete overhaul in management, infrastructure/equipment to Human Resources. To this end the project is implementing a number of work packages including capacity building in terms of the setup of PPP, OSH assessments, innovation training modalities including WBL, upgrading of instructors, to name but a few.

It is key that the management of the institutions is kept in the driving seat, from the development of the business plans, over the choices in terms of hardware support to the management of the implementation of the soft support activities.

The achievement of implementation of the paradigm shift at field level shall be shared with national stakeholders who could inform future direction of the skills reform from the bottom up. Close collaboration with VTIs and UTCs supported by other SU pilot programmes of World Bank, GIZ-SOGA, AVSI, are expected to create a pilot group of CoEs in Uganda.

2.3 Performance output 1



2.3.1 Progress of Indicators

Sub OUTPUT 1: System Change: Capacity of stakeholders is improved in relation to the skilling Uganda strategy				
Indicators⁸	Baseline value (2015)	Value 2017	Target 2017	End Target 2020
No. of priority sector labour market scans (LMS) (including TNAs) and livelihood studies in the project areas conducted, and utilized by partner institutions for skills development training.	World Bank (Oil & Gas); RTF Western Region	0	2	11 Comprehensive LMS studies
Level of integration of cross-cutting issues (gender / HIV / environment) in the conducted studies above (scoring on a number of criteria tbd).	N/A	CCIs integrated in the ongoing LMS	For both the Northern-Uganda and Karamoja LMS cross-cutting issues were integrated	80% integration of Cross cutting issues in 9 studies
No. of Training initiatives undertaken (training / study tours / bench marking / exchange visits) conducted for SDA, SDC, SSC)	3	3	3	11 (5 for SDA, 3 for SSC & 3 for SDCs)
No. of people possessing and practicing modern BTVET skills as a result of training.	N/A	N/A	100	250

⁸ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

2.3.2 Progress of main activities

Progress of <u>main</u> activities ⁹	Progress:			
	A	B	C	D
1. Support to the Reform Task Force; analyses current functions and identify gaps, support the RTF in coordination function, conduct mapping and publish updates, support piloting and governance of BTJET				X
2. Establish and M&E system, develop and establish M&E system, conduct baseline study, collect and disseminate good practices		X		
3. Implement a capacity building programme for all key actors, build capacity of all key actors in government and administration build capacity of key actors of BMO and UGAPRIVI				X
4. Support the establishment of coordination structures at district level, establish a district based BTJET and labour market council Labour market observation system			X	
5.Undertake Action Research			X	

2.3.3 Analysis of progress made

Achievements

Though the project has halted further capacity building activities under this result until clarity is received on the vision and direction of the reform process (TVET Council), the project did support trainings/study tours/benchmarking activities in 2017. There was the high-level South-to-South dialogue on skills development at Nakawa VTI in April. In addition, the project facilitated; the participation of the Directorate of Industrial Training (DIT), VTIs, and project staff in a regional *Get Energy* conference in Tanzania, and reinvigorated dialogue, at a national level, between the Belgian Embassy and Tourism SSC.

CCIs were effectively integrated in various studies including the LMS conducted in the Northern region and currently ongoing in Karamoja region. In addition, it is worth mentioning that the Education Programme of Enabel in Uganda has jointly launched a study on Gender Based Violence in all partner institutes including the VTIs.

Influencing factors

Abolishment of the RTF and review of SU reform process by the MoES.

Scale up of activities in Northern Uganda resulting in available data that requires processing for LM intelligence.

Unexpected results

Possibility of establishing the TVET Council.

What needs to be done to streamline outputs:

There is a need to continuously align activities towards the achievement of pre-set targets in order

⁹ 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.

to achieve planned activities. There is also need to ensure comprehensive integration of CCIs in all assignments (LMS).

2.4 Performance Output 2

2.4.1 Progress of Indicators

OUTPUT 2: Piloting SDF: Skill Development Fund system operational in the project area, serving as a model for the future national skills development fund.				
Indicators¹⁰	Baseline value (2015)	Value 2017	Target 2017	End Target 2020
No. of short term training modules developed/upgraded and formalized, based on local livelihood and labour market needs.	0	2 (EU), 10 (BE)	5	At least 20 trainings/niches for which new or adapted programmes are developed.
SDF grant system set-up and operational including: manual of operations, fund guidelines for specific baskets.	N/A	Grant system setup	Grant system setup & operational	SDF system handover
Volume of grant agreements signed through SDF	N/A	200,000 € signed (BE) & 1m € selected (EU)	1.500.000 million Euros	5.8 million Euros
Number of awareness + promotions campaigns conducted for enhancing the participation of vulnerable groups (youth, girls, Karamojongs, refugees)	N/A	24: 10 (BE), 7 (IRE) & 7 (EU)	17	45

¹⁰ Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

2.4.2 Progress of main activities

Progress of <u>main</u> activities ¹¹	Progress:			
	A	B	C	D
1. Design the PSDF, design the PSDF, circulate draft, and integrate experience.		X		
2 Build capacity and elaborate manual of operations, define setup, define selection committee train PSDF staff, validate manual of operations,		X		
3 Operate the PSDF, test run the PSDF, recruit PSDF staff, define thematic and sector choices		X		
4. transfer experience to national SDF, consultancies and workshops	X			

2.4.3 Analysis of progress made

Achievements

In 2017, the Skills Development Fund (SDF) unit was successful in consolidating its selection procedures (version 2 of Manual and introduction of a concept note stage), recruiting external assessment service providers, preparing capacity building activities for potential partners, organizing selection committee meetings with stakeholders from Government as well as private sector, establishing a fully operational fund secretariat and launching, promoting and processing calls for proposals in all three project components i.e. Albertine-Rwenzori, Northern Uganda and Karamoja.

Albertine/Rwenzori

The first 10 grant agreements were signed (total 200.000 euro) of the pilot call. The training for 457 beneficiaries (Male: 258 and Female: 199) in various courses was successfully rolled out and some was still ongoing by the end of the year. In October 2017, the 2nd call was launched with a maximum budget of 700,000 euro for which in total joint venture 116 concept notes proposals were received.

Northern Uganda

In March 2017, the SDF Unit launched the Northern Uganda call for proposals and received over 40 concept notes. After an initial selection, 15 made it to the second phase. Finally, the SDF selection committee concluded the selection process in November for the first batch of 1m euros worth of skills projects for refugees and host committees by qualifying 5 applicants to be signed as grantees to implement training of around 1500 trainees early 2018.

Karamoja

The Karamoja call for proposals was launched by the First Lady at an event in Moroto in May 2017. In total, 63 concept notes were received and eventually 20 applicants obtained the minimum score of 60% and therefore proceeded to stage 2 of the application process. Finally, 6 fully fledged proposals were pre-selected on relevancy, quality, equity, effectiveness and efficiency by the

¹¹ A: The activities are ahead of schedule
 B: The activities are on schedule
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external assessor to be presented to the Selection Committee for signing a total of 400,000 euros early 2018.

In addition, the intervention has been working on the development of the voucher scheme for instant skills training. In June, two training modules i.e. for soap making and hand pump mechanics were piloted in Bidi-Bidi refugee settlement and training modules were adapted in 2017 to this end. Based on the lessons learnt from the pilot in Northern Uganda, the controlled scaling and piloting approach was followed for the updating of TNA, continued market assessment of quality instant training providers, division of labour and the set-up of the online voucher scheme. Others trainings are foreseen in 2018.

The social targeting window for the partner VTIs has not progressed as planned as it was hampered by lack of clarity on vulnerability criteria.

In close collaboration with PSFU, a study trip to Namibia is under preparation to expose the members of the selection committee as well as key players of private sector, MoES and Ministry of Planning and Finance to one of Africa's best practices in diversification of financing for Skills Development.

Influencing factors

The SDF unit staff have developed competence in their work and are motivated to work even harder in 2018 which is expected to be the peak of activity implementation. Close collaboration with the Skills Development Facility implemented by PSFU allows for cross learning and cooperation (e.g. joint visibility)

Unexpected results

Failed procurement for training providers and service providers of the proposed voucher scheme.

What needs to be done to streamline outputs

Teething problems in terms of managing timelines of respective calls needs attention not to create bottlenecks and unexpected delays.

Following learning of the pilot call in Albertine-Rwenzori and consecutive remarks from the Audit of November 2017, the technical and financial monitoring of the SDF grantees needs to be worked out in further detail in order to ensure results and sound financial management.

2.5 Performance Output 3

2.5.1 Progress of indicators

OUTPUT 3: Support to Establishment of Centres of Excellence: Accessible BTVET centres of excellence, with special attention to BTVET needs and potentials of women and girls.				
Indicators¹²	Baseline value (2015)	Value 2017	Target 2017	End Target 2020
No. of formal agreements signed with the private sector (PPPs)	NA	3 (BE)	5	14
Number of instructors trained in priority sectors in relation to WBL programs, and using the skills	VTI Self-Assessment	14: (11M, 3F) for BE + 11 (IRE)	20	70
Number of Private Sector master crafts	N/A	104 (79M, 25F)	150	500 master

¹² Use the indicators as shown in the logical framework (from TFF or last version of logical framework)

persons trained in priority sectors and in relation to WBL programs		for BE +11 (8M, 3F) for IRE = 125		craft persons trained in priority sectors vis a vis other sectors
No. of CBT curricula developed/upgraded and integrated with crosscutting issues and training programs conducted based on labour market needs (NPA/SU)	N/A	Long term courses: 9; Short Term courses: 8	Long term: 4; Short Term : 5	Long term courses: 12 Short Term courses: 20 Evaluation of BTVET curriculum on going
No. of BTVET institutions and facilities rehabilitated, expanded and equipped (NPA)	NA	7 (priority equipment delivered)	0	7 Institutions
% increase and Number of enrolled target beneficiaries (disaggregated: vulnerability/gender/origin/ refugee) that attain CBET qualifications	NA	Overall 3% Female 6.5% IRE	10%	30% increase of Vulnerable Youth and 30% increase of females
Number and % of beneficiaries (men/women) that participate in training in non-formal & formal BTVET (with entrepreneurship component) in order to enhance employable skills	N/A	Formal Training: 1886 (1320 M, 566 F) Non-Formal Training: 910 (637M, 273F) Total: 2796 (F 453) BE; Formal training: 159 (121M, 38F) IRE 245 (172M, 80F, 112K)	10% women; 30% Karamojong	At least 30% girls and women and (70% Karamojong in Karamoja program) 800 West; 200 Karamoja

2.5.2 Progress of main activities

Progress of main activities ¹³	Progress:			
	A	B	C	D
upgrade first group of selected training providers, provide construction equipment and upgrade instructors		X (IRE)		X (BE)
upgrade management capacities of the 5 training providers, development of bottom up business plans identify gaps, organize training, equip administrations of schools		X		
supervise development plans of 5 institutions, develop operating		X		

¹³ A: The activities are ahead of schedule
B: The activities are on schedule
C: The activities are delayed, corrective measures are required.

means for follow up by field officers				
Establish continuous training with Abilonino/Nakawa conduct needs assessment, design courses, organize training, twinning with SYNTRA/VDAB			X	
improve quality of internships, design and run internship programme improve existing traditional apprentices		X		
initiate initiatives for improved training provision and access to training PSDF funds through calls for proposals funds for gender, funds for vulnerable groups		X		
set gender targets, define scope for each call for proposal sensitization campaign, gender and vulnerable groups expert			X	
set social targets, define scope for each call for proposal			X	
set quantitative targets and tracer studies, initiate tracer studies		X		
Provide international and national expertise, district ATN, field component, and 4 national field officers.	X			

2.5.3 Analysis of progress made

Achievements

Work Packages

The implementation of the ten work packages progressed significantly in 2017. For example, capacity building of VTI managers, training in Occupational Safety and Health (OSH), and leadership and management were initiated in collaboration with the SDHR project.

In 2017, an initial technical and OHS equipment was delivered to the respective partner VTIs ('quick wins'), while awaiting the procurement for larger technical equipment.

In terms of capacity building activities the following actions were undertaken:

- Pedagogical trainings for the partner VTI instructors were initiated in September by national experts and trainers of Nakawa VTI under a grant agreement framework. So far, two modules on Competence Based Education & Training and instructional planning have been conducted.
- The training in PPP for the VTI managers and the private sector liaison persons was initiated in Fort Portal in September 2017 via the public service support of the Flemish Employment & Vocational Training Service (VDAB), setting the stage for the creation of a Private Sector portfolio management at the VTIs. In order to improve the WBL experience, the Industrial training (IT) logbooks and tracking documents have been revised in collaboration with UBTEB, liaison officers and Industry liaison officers. Each VTIs has been oriented, detailing the roles and responsibilities. In order to improve the monitoring of students, a digitalized tracking system has been initiated in December 2017 using tablets. Results are expected early 2018.

In 2017, the field teams, in close collaboration with the VTIs (supply side) and MCPs from the private sector (demand side) appraised the newly developed curricula for 9 BTVET for craft one/two in priority trades.

In an attempt to bring about a significant change in the Entrepreneurship training, a partnership

D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

was initiated with SYNTRA, one of Belgium's vocational training organizations who had previously developed "Access to Market" manual in association with USSIA. The kick off mission laid the ground work for the development of a widely coordinated validation of the 'occupational profile for entrepreneurship' and the development of Assessment and Training Packages (ATPs) in entrepreneurship through meetings with key stakeholders. Development will continue early 2018 and should result in a certified ATP recognized both by the MoES and the private sector.

Lastly, in terms of learning, a digitalized tracer studies and employer surveys for the partner VTIs in priority trades has been conducted. Initial findings were received late 2017 and discussed in a MOES-SSU working group, but the final report is expected to be submitted by mid-February 2018 and the data/information generated to be used as a reference and baseline data for the project.

Fort Portal

In addition to the above field level activities, the Albertine Rwenzori field team has been progressing on a number of other activities in 2017. For infrastructure, the detailed designs were nearing completion by the end of the year, albeit with a significant delay and pending last round of adaptations.

In support to Work Based Learning, several meetings were held with USSIA and its members to streamline WBL and Industrial Training process. As a result, USSIA appointed zonal coordinators in 3 out of 4 districts (Kabarole, Kasese and Hoima) and over 114 Master crafts persons (MCPs) were trained in coaching techniques to better absorb apprentices in their workshops. Though yet awaiting formal approval, hands on trainings documents have been developed with the MCPS for a number of trades.

Karamoja

In Karamoja, the two partner VTIs finalized their Strategic Business and Human Resources Development (HRD) plans, with support from consultancy firm (via SDHR). In response to a pledge to extend the project support to additional 5 public VTIs in Karamoja (Kaabong, Abim, Kotido, Moroto and Kobulin VTIs), support was provided to undertake their (VTIs) self-assessments and the drafting of their respective business plans. In addition, at least one instructor of each institution has been participating in the pedagogical trainings organized through the project.

In terms of the physical upgrading of the two partner institutions, in 2017 the master plans as well as preliminary designs were developed. The architectural detailed design for both institutes were initiated by the end of 2017 and are expected to be finalized early 2018.

Regarding soft support, the project focused on creating an enabling environment for public private partnerships (PPP) and WBL (work based learning) in Karamoja. A group of 28 private sector partners from several districts of Karamoja were orientated to become MCPs. The Uganda Small Scale Industry Association (USSIA) was instrumental to this end and a database of potential MCPs was created.

Eventually, St. Daniel Comboni initiated an awareness campaign in primary and secondary schools of the Moroto District and on the radio in an attempt to increase the students' enrolment rate in 2018.

Influencing factors

The close cooperation from the partner VTIs.

Unexpected results

The successful use of online tools for data collection for the tracer survey of the 2015/16 graduates of the seven partner VTIs. This has created precedence and other studies i.e. the GBV baseline

study which is slated to start February 2018 plans to use the same approach.

Also the training of eight (8) instructors and MCPs of the National Instructors College, Abilonino (NICA) which is outside the target area.

A positive consequence of the collaboration around the identification of the MCPs in Karamoja is that USSIA opened a coordination office in Moroto to cover Karamoja region, which will support the VTIs to structure their collaboration with the private sector.

What needs to be done to streamline outputs

Delays in infrastructure work for the Albertine-Rwenzori is mainly due to additional steps in tender process (MoES procedures) which was not planned for; delays in payment procedures (due to VAT issues and dormant co-management account) put off the consultants to speed up work; and poor quality of initial submissions requiring more quality control. The concern of the SSU project is that due to the accumulative delays the planning for the finalization of this component has now already been pushed to December 2020, which is beyond the end date of the SSU intervention (CMO, September 2020). Decisive action is required in 2018 to ensure reaching the output in time.

A number of concerns with the management and legal documentation have hampered the collaboration with Nakapiripirit VTI. In order to move on within the foreseen timelines urgent confirmation will be needed for the land title (extra 5 acres of land), water and electricity connectivity as well as for the confirmation of the new management team.

Work is needed around the vulnerability criteria in order to have solid justification for affirmative action for equitable access for vulnerable youth in the partner VTIs through the SDF.

Lastly, the multitude of improvement areas as identified by the VTIs business plans will require prioritization in order to focus during the implementation of the reform process at field level. Potential division of labour with partner projects such as the USDP (WB/MoES), SOGA (GIZ/DFID) could create an economy of scale and avoid duplication in working out reform processes.

2.6 Transversal Themes

2.6.1 Gender & HIV

The following has been achieved

The project fully integrated HIV/AIDS and Gender aspects in its 2017 activities, including, incorporating aspects in the overall project communication strategy and in communication designs for Karamoja region by the service provider.

For result area 2, HIV and Gender targets were included in the SDF manual, guidelines and selection criteria which require grantees to integrate at least 30% gender component in their training programs. Strict follow-up of these requirements with grantees is provided for through the SDF grant guidelines and monitoring.

Under result area 3, HIV/AIDS & Gender were included in the business plans of the partner VTI's in Karamoja & Albertine-Rwenzori. Staff focal points for gender have also been appointed in Karamoja and Albertine-Rwenzori project offices to represent gender issues.

Awareness and career guidance campaigns for girls and women in primary and secondary schools in Kasese and Karamoja have been initiated, including messages to encourage girls to join BTVET courses and specifically male dominated trades.

Additionally, the project has been working in collaboration with the TTE project, TIET and Gender department of the MoES to launch a baseline study on Gender Based Violence (GBV) in NTCs and BTVET institutions. The main objective of this study is to generate baseline data on GBV in the NTCs and the BTVET institutions in Uganda, in order to formulate policies, guidelines and tools aligned with the National Policy and Action Plan on GBV, contributing to violence prevention and gender responsive learning environments, in similar institutions in Uganda.

What needs to be done

- The infrastructure team plans to incorporate gender targets in infrastructure designs, currently a 30% target is already set. The teams also continue to work on safe learning environments for girls and women in Albertine-Rwenzori and Karamoja's partner VTI's.
- The communication team is setting up an awareness campaign for girls, women and Karamojong in BTVET and for women in male-dominated professions for Karamoja, through co-creation with a graphic design agency.
- Closer follow-up with the partner VTIs to implement their specific gender and HIV commitments is outlined in their business plans. The gender strategy also needs to be finalised so that it can be used to guide strategy in project implementation. In addition, there is need for active involvement of the partner VTIs in GBV baseline study.
- Fast tracking for VTIs to have equitable access (promote gender) to the SDF.

2.6.2 Environment

The following has been achieved;

Environmental friendly safeguards were incorporated in the design of the infrastructure to be built or renovated in the seven partner VTIs. This is with the view to lessen climate change issues by introducing new construction techniques and environmentally friendly materials like compressed bricks, bamboo sticks, including landscaping and improvement of the outside spaces, designer environmental impact, etc

In relation to pedagogy, green skills for green economy are actively promoted under the SDF. The grantees are encouraged to innovate around green economy creating innovative green skills and new employment opportunities in the regions where the project operates. It is also fast tracked via

the Instant Skills voucher scheme (i.e. a tender was launched for trainings in solar repair, eco-friendly brickmaking, etc.)

In addition, environment is one of the key areas that was fully analysed and planned for under the Business plans of the institutions. There is integration of health and safety for instructors'/master craft men in trainings and follow up. Last but not least, agro-forestry projects have been set up in the two partner VTIs in 2017 in collaboration with the German NGO Fair Ventures.

What needs to be done

- More innovation in the SDF grant implementation should be encouraged among potential grantees (improved selection criteria).
- Green skills should be mainstreamed and trainees encouraged to take up courses involving green skills at VTI level
- Environmental projects are also planned in the two partner VTIs in Karamoja region
- Roll out of a pilot in environmental brickmaking and shelter building (tender has been launched)

2.6.3 Integration of ICT

The following has been achieved

The project registered overwhelming success with regards to the Digital for Development (D4D) interventions rolled out in 2017.

The project partnered with the organizers of 'Africa Code Week' (ACW)¹⁴ to extend the initiative to 8 project supported Vocational Training Institutions, reaching over 450 trainees in the process. Prior to the week-long activity, instructors of the respective had their own separate induction session during which they were introduced to the concepts and principles of Scratch, visited D4D partners and incubators at the Makerere campus and around Kampala.

The project further introduced the use of Virtual Reality in VTIs to enable work-based learning. A number of short 360 degree "how to" clips were filmed from facilities of some of Uganda's reputable private sector players. The clips are used for awareness creation and to promote work-based learning.

Also, the project built the capacity of key stakeholders i.e. the MoES and partner VTIs on how to conduct digitalized tracer survey using online tools like open source technologies i.e. ODK. This was in a bid to make conducting online tracer surveys sustainable even after the project has closed.

Through support from Belgium, SSU partnered with Global Pulse Lab to monitor the attitude of Ugandans towards skills development by taking stock of what Ugandans say about skills development on local radio. This tool will be instrumental in measuring whether the SSU intervention is a success in terms of uplifting the reputation of Skills Development in Uganda raising awareness or not. The team participated in an event on the use of big data at the European Development Days (EDD) in Brussels in June 2017. In addition, the project has contributed to the set-up of an online skills match system.

Last but not least, members from the project participated in a UNESCO-UNCHR conference on Mobile learning for refugees in Paris in March 2017. SSU and MoES participated in the 2017 E-learning Africa conference, a meeting of the continents major ICT players. Additionally, SSU

¹⁴ Makerere University, Enabel/BTC Uganda, Irish Aid, Resilient Africa Network (RAN), Action for Fundamental Change and Development (AFFCAD), Women in Technology – Uganda (WITu) and others,

participated in a virtual conference on the use of Online Educational Resources (OERs).

What needs to be done

- Extend partnership with Global Pulse Lab to ensure strategic landing of the Belgian support project and to integrate the two assignments in the SSU intervention, namely a) BTVET skills supply and demand matching and b) monitoring of the attitude of Ugandans towards skills development by taking stock of what Ugandans say about skills development on radio.
- Continue to build capacity in data collection and management in all the project supported institutions and in the MoES. This is crucial for sustainability of tracer surveys and data management at VTI level
- Scale up the production of 360-degree videos for awareness raising and work-based learning as well as the production of 2D tutorial videos in partnership with the VTIs.
- Scale up the use of OERs in technical classes through piloting of use of app in technical trades
- Develop an online monitoring and evaluation tool for the SDF grantee follow up.
- In partnership with the mobile telecommunications partners such as MTN, install ICT hubs in all the supported VTIs (work in progress).

2.6.4 Vulnerable Groups

Achievements

The vulnerable groups considered under the intervention comprise of: Refugees, Women and girls, People with Disability (PWDs), culturally marginalized groups like the Karamojong, School drop outs, Child mothers, People infected and/or affected by AIDS, etc. These groups form a specific group of concern for each of the project components and are consequently well mainstreamed in the project.

Under the SDF, a social targeting window is dedicated to cater for the needs of the vulnerable groups. For example, nearly all beneficiaries of 1st call (window 1) in Albertine Rwenzori (10 grantees) are vulnerable groups.

Under infrastructure, persons with disabilities (PWD) are catered for in the architectural designs of the buildings to be constructed in the partner VTIs.

In Karamoja as well as in Northern Uganda, 70% of the beneficiaries are vulnerable people including the Karamojong and refugees. Potential grantees are encouraged to target vulnerable groups in their proposals for funding under the SDF. For example, one of the grantees operating in Northern Uganda, (CSU-Amelo) plans to target 140 physically impaired persons out of 200 trainees. Also, the instant trainings (window 3) in Northern Uganda was put in place to target refugee youths

What needs to be done

Definition of Vulnerability and the vulnerability criteria (level of vulnerability) needs to be done to guide the selection of vulnerable individuals to benefit under the SDF window 4 (Albertine-Rwenzori) or window 3 (Northern Uganda). This assignment is in the process of being outsourced and planned for Q1 2018; the ToR is completed and the procurement process is ongoing.

The partner VTIs need to be encouraged and supported to appoint focal point persons to handle issues of vulnerability within each VTI.

2.7 Risk management

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Consensus seeking on the establishment of a coordinated & integrated entity for Skills Development in Uganda, still on going	Inception stage	DEV	Medium	Medium	Medium Risk	Document and disseminate the statements by the President, the Prime Minister and sector Ministers, and of international and national investors who stress the importance of skills for development & work out alternative strategy focusing on fund & field components of the project	PMT + RFT	Continuous	Consultation with MOES and EDPs (via Embassy & WB) on the TVET Council establishment process	In progress
						Technical support to RTF and SDA	PMT + RTF	Cont	agreed with Belgian Embassy, Ireland and WB to halt this activity until clarification is received on TVET Council concept and strategy by MOES	
						Organisation of field achievements independently from the creation of the Skills Development Authority	PMT	cont	focussing on implementation of field activities around 7 VTIs and SDF: a) Skills Development Platform meetings, b) support to Sector Skills Councils and c) implementing the spirit of SU at VTI level in close collaboration with other partners such as WB and GIZ	
						Strategic dialogue on the way forward	Embassy, BTC RR, PMT & MoES	Cont	SSU cooperates, via EDPs, within reinvigorated MoES dialogue around TVET Council, awaiting progress from MoES	
						<i>Insert a line here</i>				

Poor/lack of funding towards a National SDF once its set up	TFF Design phase	DEV	Medium	Medium	Medium Risk	Continued dialogue with SU partners (MOES/TVET Council/BMOs,...) to advocate for the creation of a Skills Development basket fund informed by the experiences of pilot skills development fund	PMT + MOES & partners	Cont.	Continued dialogue on financing of Skills Development (pending TVET council), see above), a) learning & collection of best practices from pilot funds, b) learning from other countries (e.g. Namibia, Ghana, etc.) c) close collaboration with PSFU/WB operated sister fund: SD Facility and d) support high level debate around set up of training levy	In progress
						Active support to MOES, BMOs, TVET council for the creation of sustainable multi-source funding mechanisms for SDF	PMT + MOES & partners	Cont.	BTC-SSU secured additional funding for implementation of SD in respectively the West Nile (through EU emergency Trust Fund for migration) and Karamoja (with kind support from IrishAID)	
						<i>Insert a line here</i>				
Other funding/Financing arrangements for skills development may compete with SDF	ToC Workshop	DEV	Low	Medium	Low Risk	Work closely with other actors engaged in skills development funding to avoid duplication and unnecessary competition	PMT	cont	Partnership and working together with PSFU is ongoing; mutual representation is selection committees. Dialogue on funding for education for refugees is ongoing to seek synergies in funding mechanisms (e.g. GIZ)	In progress
						<i>Insert a line here</i>				

Lack of engagement of the private sector in the project		DEV	Low	High	Medium Risk	Set up and coach Sector Skills Councils, proactively seek PPP alliances, proactively approach BMOs, Employers and artisans to get engaged in SD	PMT + MOES & partners	cont	a) Limited progress due to insufficient access to SSC's via the RTF (pending TVET council); b) In collaboration with VDAB, an analysis of e.g. Tourism Sector is foreseen to define the skills gaps and LM needs (initial sector debate in September 2017 with Embassies of Belgium and the Netherlands)	In progress
						Participatory approach strategy of the project: pro-active and continuous communication with District authorities are the first priorities for the Project and its staff	PMT	Cont	Regional Skills Development Platforms have been initiated to facilitate the SU debate in regional context. Installation of field coordinators at USSIA offices in field, inclusion of private sector in all activities at field level & direct engagement with Private Sector in training of Master Crafts Persons	
						Enquiries with potential employers, search for champions, support to management of BTVET institutions to create PPP alliances	PMT	Cont	continued lobbying for genuine PPP in BTVET: a) at national level, engagement champions of industry (via round table discussion on skills (interviews) and dialogue continues and international level (e.g. field visit to Namibia), b) at level of 7 institutions brokering partnerships (VDAB mission), c) Proactive support to BMO's and professional associations for e.g. managing MCP's (in WBL, upskilling, etc.)	
						<i>Insert a line here</i>				

Low management capacity of relevant MoES departments to implement SU strategy reforms	TFF design phase	DEV	Low	High	Medium Risk	Targeted capacity building measures addressing staff of relevant MoES departments (incl. BTNET Department and Department of Industrial Training)	PMT + MOES & partners	Cont	Future TVET council capacity building plan will need to include this aspect; currently frozen; pending establishment of TVET Council	In progress
						Capacity building and coaching addressing the members and staff of the TVET council	PMT + MOES & partners	Cont	Main actors of SU are included in high level capacity building activities (ITC ILO training in Turin, 2016). Joint SDF study visits to Singapore (June 2017), Namibia and Ghana (pending) with PSFU. Further coaching is pending TVET Council progress	
						<i>Insert a line here</i>				
Bureaucracy and rigidity of SDF procedures impede its implementation and scaling up	TFF design phase	OPS	Medium	Medium	Medium Risk	Flexible management, learning by doing, transparency of operation, giving the local Coordination Committee insight	PMT	cont	SDF manual developed, coordinated, aligned and cont updated to PSFU manual and approved by SC	Terminated
						Develop the Manual of Operations while test-running the Fund	PMT + MOES & partners	Q2 2016	continuous adaptation to procedures (incl concept note stage) after a small scale test pilot in Albertine in dec 2016	
						Technical committee to be included as reflection body in project activities with international and local expertise	PMT	Cont	well composed selection committee is being established	
						Ensure maximum participation from the local business community, District and Municipal authorities.	PMT	Cont	pro-active communication campaigns are being organised in each districts prior to roll-out of SDF; targeting the creation of PPP initiatives	
						<i>Insert a line here</i>				

Procurement rules and lengthy procedures for construction and equipment tenders may constitute stumbling blocks on the way of implementation and could demotivate project stakeholders	TFF Design phase	OPS	Medium	High	High Risk	Careful planning is ongoing for construction capitalising on the experiences of the TTE project	PMT	Q4 2016	activities planning foresees immediate actions at 3 project results level	In progress
						A package of "Quick win" actions can be contracted out right from the beginning, whereas more structured interventions should be planned carefully in the years 2-3-4	PMT	Q4 2016	package of 'quick win' equipment's have been delivered to all VTIs	
						For all steps in tendering procedures, special attention will be given to follow up and minimization of delays.	PMT/CM U	Cont.	personnel is in place; MOES focal points under revision; RACI system foreseen by early 2018	
						Monitoring of accumulative delays in co-management process and timely intervention (partly of full change to own-management) if needed.	PMT/SC	Q4 2017	SC 5 discussed and instructed a joint task force to investigate potential changes including change to own management for construction before Nov 2017 (ultimate deadline at end Jan 2018)	
						<i>Insert a line here</i>				
Unwillingness of BTJET providers and other beneficiary institutions and partner companies to procure training materials. As a consequence, there may not be sustained practical training - a core condition for quality training and qualification process	TFF Design phase	DEV	Low	Medium	Low Risk	Participatory approach of the project: pro-active and continuous communication with District and Municipal authorities are the first priorities for the Project and its staff	PMT + RTF	Cont.	installation of field coordinators in the local setting	In progress
						Negotiation with management of BTJET institutions motivating them to recruit more change minded managers and recruit female instructors and managers	PMT	Cont.	Participatory process initiated in 2015; with inclusion of managers of VTIs in driving seat of change plans	

						Include special clauses regarding financial management and procurement of equipment and training materials in the service contracts. Ensure strict monitoring of the service providers	PMT	2017 onwards	Careful planning for procurement including maintenance clauses	
						<i>Insert a line here</i>				In progress
Corruption for construction and equipment	TFF Design phase	FIN	Medium	Medium	Medium Risk	The relevant construction unit of MoES will be supported in the process	PMT	Cont.	work-in-progress	In progress
						For all steps in tendering procedures, special attention will be given to anti-corruption measures.	PMT	Cont.	in pipeline	
						check and balances via Procurement advisor of BTC Uganda and SSU teams	BTC RR + SSU	Cont.	work-in-progress	
						The projects in Karamoja/Arua tend to carry higher risk given the remoteness and the distance of the location. The general principle is that "risk increases with distance," as the monitoring becomes difficult.	PMT	Cont.	BTC ensures adequate capacity is available at its Karamoja/Arua Regional Office to monitor the implementation of the project.	
Low female participation due to negative community attitudes	TFF Design phase	OPS	Medium	Medium	Medium Risk	Implement career guidance, counselling & gender targeting	VTIs and Project	Continuous	pro-active targeting is foreseen in communication campaign as well as gender work packages of VTIs	In progress
						Implement gender targeting through SDF	VTIs and Project	Continuous	pro-active targeting for female students is foreseen in SDF manual via dedicated windows of VTIs	
						<i>Insert a line here</i>				
Inability of targeted groups to participate in the	TFF Design phase	OPS	Low	Medium	Low Risk	Communication strategy addressing Karamojong and local leaders.	PMT	Q1 2017	pro-active targeting for vulnerable youth is foreseen in	In progress

training program e.g. Karamojong, refugees, etc.									SDF manual via dedicated windows of VTIs	
						Working closely with livelihood and humanitarian agencies and actors, to ensure a smooth transfer of beneficiaries between different programmes	PMT	Cont.	participation in livelihood and other donor working groups	
						Provision of short term training, to take into account the specificities of the local context and the real skills needs of Karamojong	PMT	Cont.	pro-active targeting is foreseen in SDF manual via dedicated windows for vulnerable youth of VTIs	
						Provision of parallel socio-professional counselling and guidance, including possibilities to include in SD-provision through the SDF short numeracy and literacy courses	PMT	Cont.	dedicated SDF windows, especially in Northern Uganda and Karamoja	
						<i>Insert a line here</i>				
Misuse of start-up kits	ToC Workshop	DEV	Medium	Low	Low Risk	Sensitisation of beneficiaries	Field staff, SDF unit	Continuous	importance provided in awarding of SDF to follow up and risk mitigation to create of enabling environment incl in grant agreement with SDF grantees	Terminated
						<i>Insert a line here</i>				
If the country attitude towards refugees, changes, and Ugandan authorities and communities stop accommodating the refugee population, higher conflicts will arise and Skills	Formulation	DEV	Low	High	Medium Risk	active dialogue with OPM & UNHCR to keep abreast of Uganda's policy towards refugees	PMT	cont	lead on SD advocacy and dialogue within CRRF discussions in close collaboration with UNHRC, UNICEF and OPM to align SD response to ReHoPE strategy & CRRF and EIE	In progress

development for this target group will have limited impact.						advocate for Skills Development in technical working groups (such as livelihoods) at national and district level	PMT	cont	dialogue initiated via education and livelihood working groups in Northern Uganda, skills development platform	
						<i>Insert a line here</i>				
An excessive belief in certificates and diplomas and the attitude of employers who do not honour hands-on competences with better pay (the “low skills equilibrium”) may render improvements brought about by the project irrelevant	Formulation	DEV	Medium	Medium	Medium Risk	A communication strategy which shows cases of “champions” who have invested in training and who are rewarding quality, to be done in alliance with employers and trade unions at the national level and in the project region	PMT + MOES & partners	Cont.	diversification of SD (as per SU) is foreseen throughout SSU and should result into best practices of PPP and more attractive BTJET	In progress
						Sector dialogue around international qualification standards. Engage with assessment bodies which are separating practical competence at work from achieving formal standards	PMT + MOES & partners	Cont.	Work with City and Guilds and private sector champions in preparation of vocational assessments to national and international standards	
						<i>Insert a line here</i>				
Skills mismatch: non-responsiveness of the local labour market, could lead to unemployed youth & if BTJET institutions are overloaded with students in order to increase income for the institutions and its staff, training quality, will suffer.	Formulation	DEV	Medium	Medium	Medium Risk	labour market and skills gaps analysis to be worked out with employers at local level	PMT + MOES & partners	Cont.	continuous updating of LM information via secondary data analysis, in collaboration with UN Global Pulse lab and through liaison officers at VTI level	In progress
						Participatory approach (regional-local Coordination Committees, participation of business representatives on management boards of BTJET institutions) giving employers a say and bringing productivity and innovation gains to companies and businesses	PMT	Q2 2016	PPP strategy to be mapped out in bottom up business plans; awaiting change in law to allow Private Sector to be part of governing councils of VTIs	
						continuous engagement on the challenges of overcrowding	PMT	Cont.	PPP strategy to be mapped out in bottom up business plans,	

						BTVET institutions versus quality of training			with a strong emphasis on Quality of training	
						<i>Insert a line here</i>				
Change at BTVET institution level: if current managers of BTVET institutions see the modernization of management structures and processes as a threat to their positions and decision-making powers, the investments in infrastructure, equipment and capacity development will have a lower impact	Formulation	DEV	Low	Medium	Low Risk	A baseline (organisational audit) established in order to adequately assess the management approach of the BTVET institutions	PMT	Q3 2016	baseline established	In progress
						Contracting for a number of work packages incl any type of support for BTVET institutions and companies. Professional monitoring of the activities to be accomplished by the beneficiary institutions and companies under these contracts.	PMT	Cont	support to VTI management in preparation via work packages (in collaboration with SDHR)	
						<i>Insert a line here</i>				
BTVET Absorption capacity: limited number of BTVET providers are available in the Northern region, let alone prepared to cater for specific skills development for refugee groups.	Formulation	DEV	Low	Medium	Low Risk	A baseline (organisational audit) established in order to adequately assess the management approach of the BTVET institutions (in all areas, incl Northern Uganda)	PMT	Q3 2016	baseline established, continuous dialogue with VTI in Northern Uganda	In progress
						A positive list of BTVET providers elsewhere in the country is maintained for absorption of scholarship beneficiaries in quality training	PMT	Q2 2016	baseline established, regular updating of positive list is ongoing	
						<i>Insert a line here</i>				
High VTI Management turn-over affects sustainability and follow up of agreed initiatives	implementation stage	OPS	High	Low	Medium Risk	Any capacity building of VTI management should include at least 2 members of the management.	PMT	Continuous	Management team of VTIs is taken along with planning and roll out of activities, building a critical mass at VTI level	In progress

						Lobby MoES to confirm VTI management and staffing	PMT	Q3 2016	Dialogue with MOES and at political level: pre-condition of filling staffing requirements in supported VTIs; open dialogue with MOES on arising issues (progress booked in appointment new Nakapiripirit principal & reconfirmation of Kasese Youth Polytechnic principal)	
						<i>Insert a line here</i>				
Additional/ increasing influx of refugees due to political instability in the neighbouring countries; the interventions maybe overshadowed and may generate potential conflicts in the settlements and the host communities.	implementation stage	OPS	High	Low	Medium Risk	Flexible planning based on resettlement information and livelihood related assessments and close cooperation with UNHCR, and OPM.	PMT, UNHCR, OPM	Continuous	Inter-agency coordination meetings and long term CRRF planning Periodical review of status and response	In progress
						Continuous analysis of refugee situation	PMT, UNHCR, OPM	Continuous	Dialogue with relevant partners. Scenario development for Western Uganda in view of potential DRC refugee influx.	
						<i>Insert a line here</i>				
Delays in execution due to high turnover of national human resources	implementation stage	OPS	Medium	Medium	Medium Risk	track staff wellbeing and ensure proper coaching of staff	PMT	Q2 2018	assessing staff wellbeing at regular internal communication workshops (June 2017) and (foreseen Jan 2018); coaching training foreseen of project management in Q2 2018	In progress
						investigate exit interviews (track reasons for leaving	PMT + RR	Q2 2018	tracking ongoing	
						Find channel for staff representation	PMT + RR	Continuous	SSU staff has appointed focal points representing Kampala and field staff to discuss HR related issues	
						<i>Insert a line here</i>				

Implementation of new management software (GO fast, Office 365, Pilot, etc)	implementation stage	OPS	High	Medium	High Risk	verify internet dependency & ensure connectivity	PMT + RR	Q2 2018	assessing internet connectivity	In progress
						Sufficient trainings for employees linked to each software too	PMT + RR	Q2 2018	tracking ongoing	
						assess risks and preconditions before full roll out or new management tools	HQ	Q1 2018		

2.8 Steering and Learning

2.8.1 Strategic re-orientations

The mismatch in skills development and the fragmentation of the BTVET-sector continues to reign, despite 5 years of implementation of Skilling Uganda. The dialogue around the Skilling Uganda reform remains mostly an internal MoES issue, with limited involvement of private sector representation.

This remains a concern, certainly with private sector led RTF being discontinued in 2017. However, the dialogue around Skilling Uganda has been intensified at higher level in 2017. Though the process is now spearheaded from within the MoES, gradually a large number of stakeholders from outside the MoES, namely: the private sector and other relevant partners such as the Ministry of Finance, Planning and Economic Development (MoFPED), the Ministry of Gender, Labour and Social Development (MGLSD) have been added to the process.

Increased complementarity and co-creation/joint activities of SSU with PSFU around the SDF will allow for a deliberate move from project focus to project sustainability.

Belgium Cooperation / Irish Aid

Participation of key stakeholders in SSU programme activities should be further enhanced. The reform progress in line with SU strategy requires strong involvement of MoES' technical and vocational departments as well as the private sector. This requires continued strategic dialogue aimed at strengthening synergies at all implementation levels.

The Oil & Gas sector has been noticeably gearing up and coming up to speed in terms of preparing the upstream development. This will create high end opportunities for PPP collaboration and will create a high-end skill gaps that will need to be filled. Further PPP alliances will need to be developed based on the ongoing SD activities within Albertine Rwenzori region, as SSU is to position itself to foster SD alongside other development partners.

EU

The CRRF roadmap has been endorsed by the GoU and all partners and with the SSU ongoing work in Northern Uganda and Kiryandongo on skilling refugees and host communities, SSU has the comparative advantage of taking lead as technical advisor in skill development provision and coordination. The CRRF and the Education Response Plan create an opportunity for more systemic response and for further scaling of adaptive and innovative skills supply initiated through the intervention.

2.8.2 Recommendations

Recommendations/actions	Actor	Deadline
There is need for SSU team to play an oversight role and build capacity of the VTIs to implement their Business plans and facilitate quarterly reflection of progress on business plans	SSU field teams	Continuous
Keep an eye on the new players in the market about skills development. Coordination and collaboration is key to ensure quality amongst the different actors in skills development.	SDF team/Field team	Continuous
Documentation of win-win approaches for the fund.	SDF team	Ongoing
Continued advocacy in support to Skilling Uganda and high level lobbying (Politicians, skills development partners, Ministries, MOES (DIT, UBTEB), and other stakeholders)	Embassy level, EDP, private sector	Ongoing/ continuous process.

SSU to rethink the focal points within the MoES and identify other entry points into sub sector.	RTF, MDA, PSEs, TVET,	Continuous process
There is need to focus on strategic SSU priorities, for instance concentrating on the roll out and the documenting of the lessons learned from the SDF (main vehicle of change).	RTF, MDAs	2018
Sensitization through social and behavioural change approaches	MDAs, EDP	Continuous process

2.8.3 Lessons learned

Lessons learned	Target audience
Field team taking on VTIs' responsibility during business plans development limited their involvement and weakened ownership of the activities	<ul style="list-style-type: none"> • BTVET institutions • NGOs • BMOs • Private sector companies
The focus shouldn't be put on number of SDPs created, rather on the quality and inclusiveness towards skills improvement in certain region.	<ul style="list-style-type: none"> • BTVET institutions • NGOs • BMOs • Private sector companies
Working together with World Bank/PSFU contributed to harmonization of the SDF tools	<ul style="list-style-type: none"> • BTC
Coordination and collaboration among skills development players/ organizations (e.g. GIZ, VSO, World bank and BTC) is instrumental in supporting partner institutions and making SU a reality at VTI level.	Private sector, USSIA, UMA, NGOs(DRC, NRC, save the children, BTC, Swiss contact, Concern worldwide, VSO, GIZ, Restless Youth Development, BTVET stakeholders, DIT, NPA, Ministries.
Poor participation of key MoES focal points in SSU programme activities weakens ownership. It is time to overcome the resistance from MoES departments towards the SU reform process	DIT, UTEB, VTIs, USSIA, NGOs, local leaders
Livelihoods & LM intelligence gathering is time consuming but a precondition to ensure relevant and quality skills training	Livelihood partners (SDPs)
SSU engagement in many "small" activities will not yield the overall expected result; prioritization is required.	SSU teams

3 Annexes

- 3.1 Project Self-assessment
- 3.2 Follow up of SC
- 3.3 Updated Log frame (attached file)
- 3.4 More results at a glance
- 3.5 Budget vs Current/Actual
- 3.6 Minutes of Steering Committee (attached file)
- 3.7 Communication resources
- 3.8 Updated job descriptions

Disclaimer: this report is the result of a participatory analysis that took place in Kampala in January 2017 between the project staff and its key stakeholders. The ideas, opinions and comments in this project report should be considered the responsibility of its authors and do not necessarily reflect the opinion of its donors.