MOES/BTC EDUCATION PROGRAM

Minutes of the 2ⁿᵈ Steering Committee Meeting
February 15ᵗʰ, 2017
Golf Course Hotel – Kampala

I - AGENDA

- Opening remarks by PS/MoES
- Opening remarks by ResRep/BTC
- Validation of key reports (TTE / New TTE-projects / SSU)
- Update on SDHR
- AOB

II - OPENING REMARKS BY PS/ES

- The Under Secretary, representing Permanent Secretary, registered the Ministry's appreciation to the Belgian government for the continuous support to Government of Uganda. He emphasized the Ministry's commitment and support to the effective implementation of all project activities.
- He commented the good progress under some areas especially Teacher Training Education (TTE) project
- Noted the need for the ministry to address the SDA and procurement challenges which affect the performance under SSU project and pledged that the ministry will undertake proactive action to address the challenges.
- He stressed that the meeting was an opportunity for him to add his support to the effective implementation of activities and collaboration with the partners. He informed the meeting of the Ministry's commitment to implementation of the projects. The Programme Coordinator (Mr. Mayoka) was tasked to come up with a checklist of areas experiencing operational challenges so as to draft an action plan to fast track the implementation of the projects.

III - OPENING REMARKS BY RR/BTC

- The Resident Representative noted that the BTC support to Education Sector in Uganda focuses on two main aspects: teacher training and skills development. He further noted the introduction of the program approach which created an amalgamation of all projects in the Education Sector for harmony, synergy and coherence.
- Regarding the Skills Development Authority, the Res Rep noted the continuous dialogue at a strategic level and an upcoming meeting with the Minister and the Ambassador dedicated to the discussion and seeking a way forward for the SDA.
- He noted that several partners committed funds to the establishment of the SDA (including World Bank loan, Irish Aid, African Development Bank, KOICA and JICA). These opportunities to support the Skilling Uganda Strategy should not be put at risk.
- The Resident Representative informed the meeting that this was his last Steering Committee to attend. He noted that the PS/ES was briefed about the subjects of the steering committee; about 70M EUR was committed to the education sector although implementation progress was still low.

IV - VALIDATION OF KEY REPORTS (TTE / NEW TTE-PROJECTS / SSU)

TEACHER TRAINING & EDUCATION PROJECT (TTE – UGA 09 020 11)

PRESENTED BY THE PROJECT COORDINATOR (PC)

- Progress report and main issues for discussion were presented.
- The project Final Evaluation was done in Oct-Nov 2016 by a team of external evaluators. The results were presented and discussed in November 2016 at a restitution workshop with all stakeholders. Final Evaluation Report was submitted in January 2017, and a management response was prepared and sent to all Steering Committee members, for validation at this meeting.
- Data for the Results Report 2016 was collected in the colleges in Oct-Nov and results were presented and discussed at the project Annual Retreat held in Fort Portal in January 2017 with a broad participation (ministry, universities, BTC). The Results report 2016 was then finalized and shared with all SC members, for validation at this meeting. Progress has been considered quite well and the beneficiaries are satisfied with the project's activities.
- Construction of the colleges is progressing well. Two colleges have already been commissioned: NTC Muni on November 25 2016, and HTC Mulago on February 10, 2017. Commissioning of NTC Kaliro is planned end of April (with a delegation from Belgium), and NIC Abilonino is scheduled for March 2017.
- At this SC meeting, some budget modifications were requested including an extension of the Project Co-Coordinator (already approved by previous Steering Committee) from April to December to speed up procurements, to ensure timely completion of remaining activities and to allow a smooth transition with the new teacher training projects (new TTE projects). Refer budget details below.
- While the last project activities are being completed, the final administrative and financial audit of the project will be conducted in March 2017 and a last SC is planned in early January 2018.
- The project Closing Process was presented, to be validated by this meeting.

Comments

- The evaluation report gives an independent view of the consultants and SC only need to note it. The Res Rep advised that an ad-hoc SC be organized because the decisions we take based on the recommendations from this report might have a huge impact on Muni/Kaliro and Kabale/Mubende projects.
- The FE is received, accepted and the position note will be discussed in the next ad hoc meeting.
- Meeting received and approved the Results report with no issues to note.
- The team was requested to make sure that the checklist is followed for the closing because we have to account to MoES and Belgium. Given what has been achieved so far, we have a team that has been tested and can deliver on time.

SC decisions

- ➢ The Final Evaluation report was received and approved.
- ➢ The Management response to the Final Evaluation is to be validated at an ad-hoc SC.
- ➢ The Results report 2016 was received and approved.
- ➢ The TTE Closing Plan was approved.
- ➢ Budget modification was approved to allow the contract extension of the PCC from April to December 2017, by shifting 150.000 EUR from A-02-08 and Z-01-02 to Z-01-01 (as shown in the Table 1 below).

Table 1 - Budget modification for extension of project co-coordinator

TOTAL BUDGET in EURO				TOTAL BUDGET	Current spending	%		Budget change
A			Specific objective	14.904.336				
A	01		Result 1: The education system is strengthened	506.500	426.814	84%		
A	02		Result 2: Management capacity of the colleges has be	1.427.000	1.244.690	87%		
A	02	08	Support the leadership and management (ITA btvet)	125.000	16.998	14%		-70.000
A	03		Result 3: Quality of teaching and learning	1.479.400	1.493.457	101%		
A	04		Result 4: Construction, teaching aids, tools and equip	11.491.436	8.831.172	77%		
Z			General means	2.561.400	2.176.694			
Z	01		Human resources	1.968.000	1.704.873	87%		
Z	01	01	International sector expert pedagogy	900.000	857.289	95%		+150.000
Z	01	02	International Contracting and Financial Officer	900.000	687.664	76%		-80.000
Z	02		Investments	168.200	166.302	99%		
Z	03		Operating costs	191.200	166.260	87%		
Z	04		Audit Monitoring and Evaluation	234.000	139.288	60%		
TOTAL				17.504.636				17.504.636

NEW TEACHER TRAINING PROJECTS INCLUDING UGA 15 029 11 / UGA 15 030 11 / UGA 15 031 11)

PRESENTED BY THE PC

- Progress report and main issues for discussion were presented.
- These are different projects but the components are the same.
- Baseline was completed; a report was circulated to SC members for validation at this meeting.
- The Results report 2016 was completed at the same time and with same modalities as the one of TTE. However, it focused on Muni and Kaliro projects as the Kabale/Mubende project had not yet started.
- Regarding construction:
  o For the Kabale/Mubende project: a needs assessment study (NAS) conducted by WB is available, and ToRs for design and supervision are being drafted.
  o For Kaliro and Muni projects: signing of contract for design and supervision is planned in March 2017.
- Strategic workshop for TIET will be conducted in February and those for the colleges in March 2017.
- For the planning, there will be one framework to monitor all the activities under the new TTE projects for easy implementation and follow up.
- Regarding Human Resources:
  o 1 PCC is already in place; 2 PCs and 4 Field Coordinators are already recruited. In addition, some support staff of the TTE project were transferred to the new TTE projects.
  o The International Technical Advisor/Infrastructure is overwhelmed by the 13 sites of the new TTE projects and SSU projects. The proposal is to retain him for the new TTE-projects without budget implications, and allow SSU to procure another one (see SSU presentation).
  o Request is made to hire additional support staff including 1 driver, 1 management assistant and 1 technical person in pedagogy. This would only require a shift in budget lines, but has no impact on the project budget (see tables below).
- To speed up implementation of Designs and Equipment in all projects:
  o A budget modification is requested for Kabale/Mubende project to move design, infrastructure and equipment from Co-Management to Own-Management.
  o A budget modification is requested for Muni and Kaliro projects to move the budget for equipment from Co-Management to Own-Management.

Discussion and comments
- The Baseline and Result reports 2016 have been circulated and validated in this meeting.
- By the end of April, the two governments will sit and review the Indicative Cooperation Program. However, for the future, there has been a lot of modifications in the previous program where we moved from budget support to projects. Belgium however didn't withdraw the money but identified Uganda's priorities for support and this is when extra funds were allocated to Muni and Kaliro. Belgium was also requested to support Mubende and Kabale because the World Bank was not forthcoming in their negotiations with the Government of Uganda. The condition however, was to use the funds within the time allocated or return it to the Treasury of Belgium. The Res Rep appealed to the SC to make sure the procurements move fast so the money is utilized in good time.

➢ For HR, the PS/MoES approved the new PCC Mubende/Kabale (who will focus on pedagogy for all colleges); she will join the project in one and half months. For the drivers, the recruitment is going on; for the PMA Hannah worked well and has been promoted so she will be replaced.

➢ For Kabale and Mubende, it is true some work was done under the World Bank and they came up with designs; ideally for building synergies, part of this money would have been utilized to implement the designs by the World Bank because the consultant was supposed to do the design and supervision and this would be the quickest. However, the needs assessment study, Master Plan and design made under the World Bank suggested that all the buildings be taken down, but BTC re-assessed the buildings and found them befitting for rehabilitation and put only a few new structures. In terms of time, we shall still be in time. On the funding side, the status of additional 16M EUR for Mubende and Kabale that was being negotiated with World Bank is not known and there is need for follow up. The agreement was that BTC would start implementation of its project within the limitation of the available budget and the World Bank will come up later and there is no need to bring down old buildings since they can be rehabilitated.

➢ For procurement, we are in agreement in terms of buying time. It is very important to realize the outputs even in the face of capacity building needs. Actually, for capacity building, we can learn from the quick procedures without affecting project results.

➢ For the Ministry involvement, it was clarified that CMU, PDU, TIET, and M&E play a role and are involved. The RR clarified that even if it is Belgium procedure, BTC works together with MoES and other stakeholders in all decisions taken. The project actually works with all stakeholders in procuring equipment. This is also for all the activities we are doing; we are actually driven by the Ministry although here we are trying to find ways of making things easier. Decisions are taken all together.

➢ It was clarified that the budget modifications for designs and equipment are to move the available funds from Co-Management to Own-Management to improve the speed of procurement

➢ Recruitment is done according to BTC modalities. However, the MoES participates in the process (preparation of ToRs and selection interviews). This is acceptable to the SC.

SC decisions

➢ The Baseline and the Result reports 2016 were approved.

➢ Recruitment of 1 driver, 1 PMA and 1 technical person in pedagogy was approved.

➢ All budget modifications for Kabale/Mubende, Muni and Kaliro projects were approved (as shown in Tables 2, 3 and 4 below)

Table 2 - Move design & supervision services, and equipment to BTC-management (Kabale/Mubende)

TOTAL BUDGET : UGA 15 031 01 (Kabale - Mubende)				Modality	BUDGET TOTAL	Budget Change
A			Improved teaching and practice-oriented learning facilities sustained by strengthened management.		6.739.000	
A	01		Institutional strengthening NTC (including crosscutting themes)		306.500	
A	02		Infrastructure		4.441.500	
A	02	01	Infrastructure needs assessment and master plans	BTC management	10.000	
A	02	02	Rehabilitation and expansion of learning facilities NTC Kabale	Co-management	2.470.000	-550.000
A	02	03	Rehabilitation and expansion of learning facilities NTC Mubende	Co-management	1.700.000	-350.000
A	02	04	Strenghten asset management & maintenance	BTC management	7.500	
A	02	05	Develop standards for NTC infrastructure	BTC management	5.000	
A	02	06	Technical assistance	BTC management	249.000	
A	02	07	New line: design, infrastructure and equipment BTC management	BTC management	0	+900.000
A	03		Pedagogy		1.991.000	
X			Budget reserve		0	
Z			GENERAL MEANS		1.261.000	
TOTAL				TOTAL	8.000.000	

Table 3 - Move equipment budget to BTC-management (Muni project)

TOTAL BUDGET : UGA 15 029 11 (MUNI)				Modality	BUDGET TOTAL	BUDGET CHANGE
A			Improved teaching and practice-oriented learning facilities sustained by strengthened management.		5.772.000	
A	01		Institutional strengthening NTC		358.000	
A	02		Infrastructure		5.204.000	
A	02	01	Construction of learning facilities	Co-management	4.094.000	
A	02	02	Equipment	Co-management	370.000	-370.000
A	02	03	Support asset management & maintenance	Co-management	740.000	
A	02	04	new line: equipment to own management	BTC-management		370.000
A	03		Institutional Development of CMU and PDU		210.000	
X			Budget reserve		30.160	
X	01		Budget reserve		30.160	
Z			GENERAL MEANS		1.697.840	
Z	01		Staff		1.336.440	
Z	02		Investments		82.000	
Z	03		Running costs		129.400	
Z	04		Audit, monitoring and evaluation and support		150.000	
TOTAL					7.500.000	

Table 4 - Move equipment to BTC-management and provide for additional support staff (Kaliro project)

TOTAL BUDGET: UGA 15 030 11 (KALIRO)				Modality	TOTAL BUDGET	BUDGET CHANGE
A			Improved teaching and practice-oriented learning facilities sustained by strengthened management.		5.548.500	
A	01		Organisational strengthening NTC		415.000	
A	02		Infrastructure		4.953.500	
A	02	01	Construction of learning facilities	Co-management	3.886.000	
A	02	02	Equipment	Co-management	347.500	-347.500
A	02	03	Support asset management & maintenance	Co-management	720.000	
A	02	04	New line: Equipment to Own managment	BTC-managment		+347.500
A	03		Organisational Development of TIET department		180.000	
X			Budget reserve		205.660	
X	01		Budget reserve		205.660	
X	01	01	Budget reserve Co-management	Co-management	102.830	
X	01	02	Budget reserve BTC management	BTC-management	102.830	-75.000
Z			GENERAL MEANS		1.745.840	
Z	01		Staff		1.384.440	
Z	01	01	International technical assistance	BTC-management	753.840	
Z	01	02	National technical assistants	BTC-management	180.000	
Z	01	03	Finance , admin, technical and support staff	BTC-management	450.600	+75.000
Z	02		Investments		82.000	
Z	03		Running costs		129.400	
Z	04		Audit, monitoring and evaluation and support		150.000	
TOTAL					7.500.000	0

SSU

The presentation noted the increased funding to the project resulting from the approved components in Karamoja (funded by Irish Aid) and West Nile (funded by the European Union Trust Fund). Performance was highlighted per Result Area as summarised below:

- *Overall performance (based on DAC criteria):* good performance on relevance, efficiency and sustainability with A, B & B scores respectively. Limited progress on efficiency (with a C score) attributed to the challenges under result one (SDA) and the delays in the procurement processes.
- *Result one:* continued support to the Skilling Uganda (SU) reform process: wide consultative process culminating in the draft final SDA proposal, capacity building of SU stakeholders and support to set up of skills development dialogue.
- *Result two:* SDF system was set up and its implementation is ongoing, alignment of SDF system with the World Bank funded Skills Development facility and the launch of the first pilot call for proposals in Western Uganda.
- *Result three*: institutional support to 7 BTVET institutions: bottom up planning approach, delocalised ITC-ILO management training in Fort portal, initiation of private Sector collaboration and ongoing process for design, supervision and documentation of infrastructure requirements in the partner BTVET institutions.

ISSUES FOR DISCUSSION AND APPROVAL

- HUMAN RESOURCES; the proposal for recruitment of two extra personnel (ITA and NTA) to support the implementation of the infrastructure component was approved by the steering committee together with the Budget implications (details indicated in SC decisions below)

- BASELINE REPORT INCLUDING THE THEORY OF CHANGE AND UPDATE JOINT M&E LOG FRAME.

The proposal was presented to the SC to approve the Project Baseline Report, the Theory of Change Report and the updated M&E log frame. This proposal was approved.

- **RESULTS REPORT 2016**
  Following a two days' participatory workshop, the 2016 Results Report was prepared, the report was presented, discussed and approved by the Steering Committee.

- **ADAPTATIONS TO THE SKILLS DEVELOPMENT FUND MANUAL**
  Arising out of the alignment with the World Bank funded Skills Development Facility, the Project highlighted the need to consider to add the step of submission of concept notes to the application process and also to check the applications from the partner VTIs for reaching out to the vulnerable youth. This was discussed and the adaptations to the Skills Development Fund Manual were approved.

- **PLANNING FOR INFRASTRUCTURE COMPONENT**
  The project indicated the delays in the procurement process and therefore the need for pragmatic actions to ensure timely implementation of co- management tenders. In order to further streamline the implementation of infrastructure component of the project, requests were made to (i) approve bringing purchase of BTVET equipment under own management and (ii) have increased TA support to enable close follow up. Accordingly, the SC approved the move of the BTVET equipment to own management and the recruitment of ITA and NTA.

  In addition to ensuring close follow up to address the delays in the procurement system, specific measures will be put in place to speed up the process, e.g. identifying key events for presentation to the M&E working group (be selective in determining what kind of TOR to present and to have approved by the M&E committee).

  ### SC decision
  ➢ Baseline including Theory of Change report and updated joint M&E logframe was approved
  ➢ Results Report 2016 approved
  ➢ Adaptations to the SDF manual were approved
  ➢ The planning for the infrastructure component and the corresponding timelines were approved
  ➢ The move of the BTVET equipment budget to own management was approved
  ➢ Approval of two extra personnel (ITA and NTA) to support the implementation of the infrastructure component.
  ➢ The Following budget modifications for UGA1502711 and UGA160331T were approved by the Steering Committee

			SSU-BE UGA 14 027 11 SSU	OLD BUDGET	modification	NEW BUDGET	Comments
A	03	01	UPGRADE FIRST GROUP OF SELECTED TRAINING PROVIDERS	€ 6.050.000	€ -1.240.000	€ 4.810.000	- BVET equipment
A	03	03	SUPERVISE DEVELOPMENT PLANS OF 5 INSTITUTIONS	€ 200.000	€ 1.240.000	€ 1.440.000	+ BVET equipment
X	01	02	Budget reserve BTC-Management	€ 379.900	€ -334.000	€ 45.900	- Architect NTA + ITA
Z	01	02	Finance , administrative, technical and support staff	€ 1.419.000	€ 334.000	€ 1.753.000	+ Architect NTA + ITA
Z	03	03	Vehicles	€ 144.000	€ -10.000	€ 134.000	- PMU
Z	03	04	Telecommunications	€ 60.000	€ -20.000	€ 40.000	- PMU
Z	03	11	Other	€ 25.000	€ -20.000	€ 5.000	- PMU
Z	04	01	Monitoring and evaluation (MTR & ETR)	€ 100.000	€ -30.000	€ 70.000	- PMU
Z	04	02	Audit	€ 60.000	€ -20.000	€ 40.000	- PMU
Z	04	04	new line: PMU		€ 100.000	€ 100.000	+ PMU
			SSU - IRE UGA160331T	OLD BUDGET	MODIFICATION	NEW BUDGET	comments
X	01	02	budget reserve own management	€ 39.371	€ -25.000	€ 14.371	- architect ITA+NTA
Z	01	01	International programme coordination technical assistance	€ 81.000	€ 25.000	€ 106.000	+ architect ITA+NTA
Z	03	04	Telecommunications	€ 54.000	€ -25.000	€ 29.000	- PMU
Z	03	11	other	€ 12.500	€ -11.500	€ 1.000	- PMU
Z	04	04	new budget line : PMU	€ 36.500	€ 36.500	€ 73.000	+ PMU

GENERAL COMMENTS ON SSU PRESENTATION

- Regarding the SDA, the MoES informed that high level political discussions were held in which it was agreed that following the pronouncement of no establishment of

Authorities, an alternative to the SDA would be sought. The SDA alternative might take on a mainstreaming approach by institutional restructuring of the Ministry Departments and redistribution of functions of the SDA within these departments.

- The Project Coordinator was tasked to ensure close follow up and take proactive action in addressing all the existing challenges.
- In addition, the chair informed members that the PS ST was anxious to resolve the SDA challenges. MoES was given a deadline of end of February 2017 to pronounce it's self on the SDA alternative.

V - UPDATE ON SDHR

It is a multi-sector project focusing on HR development of staff, with 21 stakeholders in education including the NTCs, TIET, NCDC, DIT, UBTEB, NICA, and technical colleges.

The project worked in 3 phases – organizational readiness for change, planning for change, and action for change. There are individual trainings for short courses and study visits; group events, etc. Next time, a presentation will be made with specific focus on education – but briefly NIC Abilonino, NTC Mubende are very active, Unyama is starting up and NTC Kabale has not yet started. The results are on course to be achieved and also expect full achievement of the outcome. The trainings are done but for use of the skills it depends on the organizational reality and so coordination and synergy with other projects needs to be strengthened. For equipment, there is real need for synergies because all projects have equipment needs and actually SDHR has 5% of its budget for equipment. There is greater need for building synergies in systems integration and influence and culture.

Comments
- The first information was for the meeting to note but there is need to pick out those areas that have been pointed out
- Need to follow up the process of formalization of the synergies between BTC interventions
- The SC of SDHR project decided that the actions from the plan should be shared with all the projects for follow up; action plan to be shared by the end of February 2017
- Education portfolio meetings should also be resumed so as to build synergies
- Performance is still low so is there a way the project can be extended – the BTC SPO clarified that it is not possible to extend projects.
- On a good note, three support staff have been recruited (National Training Assistants) and the process will end soon so in the next two months more time will be invested in short courses; procurement of venues for Kampala is done
- For the next meeting, the Project Coordinator will tease out what is education specific for better follow up and implementation

VI – AOB & CLOSE

- Consideration was asked for participation of BTVET Department in the Steering Committee to provide for their ownership and for smooth implementation of the project activities. A follow up discussion on this matter is to be undertaken by the PS and the Resident Representative.
- The Chairman thanked all and pledged to follow up on the progress and addressing the bottlenecks.

VII – ACTION POINTS

Issue	Discussion	Decision/Status	Action by
01/SCE2	Inter-ministerial meeting with MoGLSD	PC/SSU to follow-up closely with the two PS	PC/SSU
O2/SCE2	SDA follow up	To address at the meeting of RR/Ambassador with the Minister of Education	RR
		Ministry to communicate the agreed position on SDA by end of February	PS/MoES
03/SCE2	Kabale/Mubende project	Follow up on World Bank contribution to Kabale/Mubende Project for extra funds	PC + PCT
04/SCE2	SC recommendations	SSU Coordinator to follow up closely on the SC recommendations	PC/SSU
05/SCE2	Human Resource needs	SSU & new TTE-projects to proceed with recruitment of staff as proposed (ITA, NTA and driver, PMA & Technical person in pedagogy)	FCC + PCT
06/SEC2	Procurement	• Identify and categorize key events to be presented to the Ministry Committees for discussion and approval • Establish close follow up with the responsible ministry departments/units e.g PDU, CMU…	PC/SSU PU
07/SEC2	BTVET participation in SC	• Discussions at higher levels	PC/SSU

VIII – ATTENDANCE LIST

ATTENDING STEERING COMMITTEE MEMBERS

No		Name	Position in SC	Work position	
1	Mr	Aggrey David Kibenge	Delegated Chair	US/F&A	MoES
2	Mr	Nebeyu Shone	Co-Chair	Resident Representative	BTC Uganda
3	Mr	Jan Binens	Member	Program Manager	BTC Uganda
4	Dr	Jane Egau-Okou	Member	CTIET (ai)	MoES
5	Mr	James Mayoka	Member	Program Coordinator	MoES
6	Mr	Andrew Tabura	Member	Project Coordinator	MoES (Mubende/Kabale)
7	Mr	Abdul Kibedi	Member	Project Coordinator	MoES (Kaliro/Muni)
8	Mr	Wouter Van Damme	Member	Project Coordinator	SDHR
9	Ms	Rose Athieno K	Member	Program Officer	BTC Uganda
10	Mr	Eliot Arinaitwe	Member	Project Coordinator	MoES (SSU)
11	Mr	Nicolas Cacciuttolo	Member	Project Co-Coordinator	BTC Uganda
12	Ms	Barbara Rdaelli	Member	Project Co-Coordinator	BTC Uganda
13	Ms	Betty Namubiru	Secretary	NTA/SSU	BTC Uganda
14	Ms	Hannah Nayoga Hanifa	Secretary	PFO/TTE	BTC Uganda

ABSENT WITH APOLOGIES

No		Name	Position in SC	Work position	
1	Mr	Alex Kakooza	Chairperson	Permanent Secretary	MoES
2	Ms	Mariam Kiggundu	Member	Economist	MoFPED
3	Mr	Thierry Foubert	Member	Project Co-Coordinator SSU	BTC Uganda

Minutes of SC2 MOES/BTC Education Program of February 15, 2017

Minutes approved by:

Sign & Date:	*Sign & Date:*	*Sign & Date:*
Mr. Aggrey David Kibenge	**Mr Nebeyu Shone**	**Ms. Mariam Kiggundu**
Under Secretary, F&A MOES	**BTC Resident Representative**	**Economist, MOFPED**
Delegated Steering Committee Chairperson	**Steering Committee Co-Chairperson**	**Steering Committee Member**

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