



BTC



**Ministry of Finance, Planning and
Economic Development**

RESULTS REPORT 2016

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



ACRONYMS	3
1 INTERVENTION AT A GLANCE.....	5
1.1 INTERVENTION FORM.....	5
1.2 BUDGET EXECUTION.....	6
1.3 SELF-ASSESSMENT PERFORMANCE	7
1.3.1 Relevance.....	7
1.3.2 Effectiveness.....	7
1.3.3 Efficiency	8
1.3.4 Potential sustainability	9
1.4 CONCLUSIONS.....	10
2 RESULTS MONITORING	11
2.1 EVOLUTION OF THE CONTEXT	11
2.1.1 General context.....	11
2.1.2 Institutional context	12
2.1.3 Management context: execution modalities	13
2.1.4 Harmo context.....	14
2.2 PERFORMANCE OUTCOME.....	16
2.2.1 Progress of indicators	16
2.2.2 Analysis of progress made.....	16
2.2.3 Potential Impact.....	17
2.3 PERFORMANCE OUTPUT 1.....	18
2.3.1 Progress of indicators	18
2.3.2 Progress of main activities.....	18
2.3.3 Analysis of progress made.....	20
2.4 PERFORMANCE OUTPUT 2.....	23
2.4.1 Progress of indicators	23
2.4.2 Progress of main activities.....	23
2.4.3 Analysis of progress made.....	24
2.5 PERFORMANCE OUTPUT 3.....	27
2.5.1 Progress of indicators	27
2.5.2 Progress of main activities.....	27
2.5.3 Analysis of progress made.....	28
2.6 PERFORMANCE OUTPUT 4.....	31
2.6.1 Progress of indicators	31
2.6.2 Progress of main activities.....	31
2.6.3 Analysis of progress made.....	32
2.7 TRANSVERSAL THEMES.....	34
2.7.1 Gender	34
2.7.2 Environment.....	35
2.7.3 Other	35
2.8 RISK MANAGEMENT	36
3 STEERING AND LEARNING	52
3.1 STRATEGIC RE-ORIENTATIONS.....	52
3.2 RECOMMENDATIONS	53
3.3 LESSONS LEARNED.....	54
4 ANNEXES	57
4.1 QUALITY CRITERIA	57
4.2 DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP	60
4.3 UPDATED LOGICAL FRAMEWORK	66
4.4 MoRE RESULTS AT A GLANCE	72
4.5 "BUDGET VERSUS CURRENT (Y – M)" REPORT	72
4.6 COMMUNICATION RESOURCES	72

Acronyms

AMREF	African Medical and Research Foundation
BI	Beneficiary Organisation
BO	Beneficiary Organisation
BSM	Backstopping Mission
BTC	Belgian Technical Cooperation, the Belgian development agency
CCT	Co-Coordination Team
CD	Capacity Development
CMO	Convention de mise en œuvre (Implementation Agreement)
DAMINO	BTC databank for scholarship management
DP	Development Partner
EST	Sectorial and Thematical Expertise Department at BTC Headquarters
EUR	Euro
FIT	Accounting System BTC
GIZ	Gesellschaft für Internationale Zusammenarbeit (German International Cooperation)
HQ	Headquarters
ICB II	Institutional Capacity Building in the Health sector -Project
IMSCC	Inter-Ministerial Standing Coordination Committee
ITA	International Technical Assistant
JLCB	Joint Local Consultative Body (= Project Steering Committee (PSC))
HR	Human Resource
HRD	Human Resource Development
M&E	Monitoring & Evaluation
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MoWE	Ministry of Water and Environment
OD	Organisational Development
OPS	Operations Department at BTC Headquarters
PC	Project Coordinator
PCT	Project Coordination Team
PIT	Project Information Tool (BTC internal tool)
PNFP	Institutional Support for the Private-Non-For Profit - Project
PS	Permanent Secretary
PSC	Project Steering Committee
RESREP	Resident Representative BTC
ROI	Return On Investment
SDHR	Support to the Development of Human Resources
SSU	Support to Skilling Uganda - Project
STC	Sectorial Technical Committee
TA	Technical Assistant
TFF	Technical and Financial File

TOR	Terms of Reference
TSP	Training Status Report
TTE	Teacher Training Education - Project
TC	Training Committee
VAT	Value-Added Tax

1 Intervention at a glance

1.1 Intervention form

Intervention title	Support to the development of human resources of Beneficiary Organisations (SDHR)
Intervention code	UGA 11 888 11
Location	Uganda / National and specific regions /districts
Total budget	6.482.598 EUR
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Start date Specific Agreement	26 March 2014
Date intervention start /Opening steering committee	8 April 2014 (CMO) 27 May 2014 (PSC 0)
Planned end date of execution period	26 May 2019
End date Specific Agreement	25 March 2021
Target groups	Human Resources of selected beneficiary organisations in the health, education and environment sectors.
Impact¹	Improved service delivery of Ugandan institutes and organisations.
Outcome	Increased skills of human resources of selected beneficiary organisations in the health, education and environment sectors.
Outputs	(1) BOs are selected and strengthened to define objectives to improve their organisations.
	(2) BOs are strengthened to develop their HRD Plan linked to organisational performance goals.
	(3) Activities selected from the HRD Plan effectively implemented
	(4) Individual scholarships are managed.
Year covered by the report	2016

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

1.2 Budget execution

	Budget (Euro)	Expenditure (Euro)		Balance (Euro)	Disbursement rate at the end of year 2016
		Previous years (2014-2015)	Year covered by report (2016)		
Total	6,482,598.00	1,166,202.54	940,456.06	4,375,937.40	32.5%
Output 1	263,000.00	85,426.99	119,566.42	58,006.59	77.9%
Output 2	211,000.00	7,551.24	203,305.37	143.39	99.9%
Output 3	3,099,690.00	1,112.33	137,555.60	2,961,022.07	4.5%
Output 4	1,073,020.00	689,408.16	238,699.38	144,912.46	86.5%
VAT Refund	0.00	12,234.22	17,922.68	-30,156.90	
Budget Reserve	327,468.00	0.00	0.00	327,466.00	0.0%
General Means	1,508,420.00	370,469.60	223,406.61	914,543.79	39.4%

- The project projected an execution rate of 36% by the end of 2016.
- An execution rate of 32.5% was reached upon closing the accounting of December 2016.
- If we take into account committed budgets through signed training contracts related to Output 3 (Long-term training of the HRD and Training Plans) and Output 4 (ongoing individual scholarships) the project's expenditure stand today at 37%.

The difference between projected expenditure and actual expenditure relates to:

- Lower expenditure in Output 3 (planned 603,000 Euro) and higher expenditure in Output 1 (planned 29,000 Euro) and in Output 2 (planned 102,000 Euro). Differences are caused by the fact that the project has been asked to move with all organisations at the same pace. This implies that expenditure in Output 3 only really started once all organisations had approved applications (Output 1) and HRD and Training Plans (Output 2) = August 2016.
- Lower expenditure in General Means than could be expected at the time the project is beyond halfway its life cycle (33 months of 60). There is budgetary space available on HR (46% used), operating costs (34% used) and audit and M&E (6% used). Operating costs are expected to grow steadily in line with further implementation of Output 3.

Note:

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

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

The **Support to the development of human resources of Beneficiary Organisations – Project (SDHR)** addresses the main problems related to skill gaps of HR in strategically selected beneficiary institutions and organizations, particularly in the priority sectors of the Belgian-Ugandan Bilateral Cooperation.

The project fits well in the national policy (with the National Training Policy being the core element) and the involvement of all partners (MOFPED, MoH, MoES, MoWE), ensures a sound institutional framework. Participation of MoPS is limited to their involvement in the Sectorial Technical Committees (STC). Challenge remains that the National Training Policy has no budget framework.

The intervention is highly relevant to the beneficiary organisations as there is hardly any budget for HRD while the capacity needs at individual and organisational level are enormous. In addition to shortcomings in the technical and management related competencies, there is a general lack of ICT skills but also in more social areas as teamwork and conflict resolution. Needs related to transversal themes did not come out of the needs assessments but have been taken into account through programming a proactive training offer.

Through the development of a phased and integrated capacity development framework, Theory of Change, the baseline, M&E framework and M&E tools, the project has significantly improved its intervention logic. Results and indicators were, when needed, reoriented and risks and assumptions updated. The framework has been well developed, tested and adapted where relevant and is attuned to the reality of the beneficiary organisations. With these organisations being of a different nature and size, the chosen approach has been demanding for some, especially the smaller organisations.

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

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

1.3.2 Effectiveness

	Performance
Effectiveness	B

In terms of effectiveness the project expects full achievement of the outcome. Currently there are 48 beneficiary organisations. In 2016 the remaining 31 organisations received an approval of their application (output 1) and all 48 organisations have now approved HRD and training plans (output 2). The project expected to enter the training phase (output 3) by

July 2016 and that also happened. 22 organisations already have ongoing training activities.

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

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

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

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

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

1.3.3 Efficiency

	Performance
Efficiency	B

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

The design of the process, the additional support provided to the BO's, the higher amount of applications received in the calls and the demands from ministries to ensure that all organisations move further at the same pace, resulted in a somewhat slower pace than initially expected. Also the procurement of training in batches has initially delayed the implementation of training, but eventually will optimize the training implementation process and its quality. The focus on quick wins and the extensive communication between BO's and the project team have mitigated the effects of the delays so far.

Reference needs to be made to the lean HR-set-up of the project. The nature of the project (providing human resource development and training), the reality of a wide diversity of beneficiary organisations (multisector characteristics), the fact that beneficiary organisations

are spread out over the country, the tailor-made approach and the direct management modality, ... imply a considerable investment in terms of time.

So far the team has managed to cope with the work load (also through outsourcing core support processes) but activity intensity will only grow and follow-up and guidance of the organisations after the training is not yet sufficiently elaborated. Additional staffing needs consideration before quality and control are affected (putting the pilot at risk) and cost-efficiency is reduced. Additional requirements (such as the use the DAMINO system for all individual training) puts additional pressure.

1.3.4 Potential sustainability

	Performance
Potential sustainability	C

While at the individual level the new capacities, competencies and skills will likely be sustained and possibly enhanced further, there is little guarantee for the skills and competencies to be used for the betterment of the specific organisations. The conditions needed for sustainability (staff retained, availability of conducive policies, procedures and systems) are outside the sphere of influence of the project. To enhance the chances to reach improved performances of organisations as the expected impact, the project:

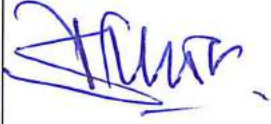

- strengthens the follow-up of trainings (central in this is the development of Action Plans to Link Training to Performance) involving the Working Group of the organisation;
- needs to enhance its attention in terms of provision of equipment through (1) allowing for more flexibility with respect to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


Secondly, also financial/economic viability to maintain and reproduce the benefits of SDHR in the long run, is not without problems. The main risk relates to the very low investment in HRD. This might imply that the project is reduced to a one off HRD-intervention when continuous budget for HRD is not available for the selected beneficiary organisations. Other risks relate to national training policy and its implementation and retention of trained HR. Although the National Training Policy could play an important role in stimulating and regulating HRD in the public sector, it lacks a budget to be able to bring about change.

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

1.4 Conclusions

- Mid-term outputs and results of the project confirm its relevance and effectiveness. The approach, implementing a phased and integrated capacity development framework in which participation and ownership are dominating, implied minor delays. In further roll-out attention should be given to strengthening follow-up of training processes, to mitigate the risk related to not enough available basic conditions (infrastructure, equipment ...) and swift procurement processes.
- Efficient project operations have been set-up and managed but improvements can be made. The continuous focus on quality and comprehensiveness has made activities to go at a slightly slower pace, while cost efficient operations have been achieved through batch procurement of CD and training services. Given that all HRD and training plans were more or less available at the same time, all training events were putted in 1 databank that allowed the project to come up with 1 overall training procurement plan. Attention needs to be given to (1) staffing needs of the project and (2) additional accountability requirements (for example DAMINO) to ensure that quality and control are not further affected as the project activity intensifies.
- Synergy exists between BTC projects and programmes but is too limited as a result of the lack of a formal framework with clear and accepted roles and delineations and insufficient staff. The SDHR project has insufficient formal internal and external linkages to be able to effectively engage in policy dialogue with the different line ministries
- While at the individual level the new capacities, competencies and skills will likely be sustained and possibly enhanced further, there is little guarantee for the skills and competencies to be used for the betterment of the specific organisations. The conditions needed for sustainability (staff retained, availability of conducive policies, procedures and systems) are outside the sphere of influence of the project. A focus on strengthening the follow-up of training, allowing for higher equipment investments relevant for applying the new competencies and exploring more synergy with other interventions should enhance the chances on sustainability. To enhance its influence on this enabling environment the project might need to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels.

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2 Results Monitoring²

2.1 Evolution of the context

2.1.1 General context

The general context has not changed. Working on training and development of mainly public servants of selected organisations takes place in a specific context. **Training and development of staff of organisations is interlinked and interdependent with the other HR functions**, such as work organisation (job profiling), employment management (recruitment, personnel mobility and disengagement), performance management, compensation management, human resource planning, relations management (work climate, relations, welfare policy, ...). **And those strategies are linked to the organisation's strategy and that strategy is linked and dependant on a broader institutional setting/enabling environment (sector).**

There are various problems in the network of **interlinked and interdependent relations**:

- Organisations often do not have clarity on their objectives to improve their services.
- Organisations often do not have a good idea about what their staff needs to be able to perform.
- In a resource-low context and with limited HR capacity, many organisations struggle to balance their priorities with the priorities set at the broader institutional setting (sector).
- Training and development of staff is regulated by the national framework established through the National Training Policy. The implementation of that policy has become obsolete as there is hardly budget for staff development. This puts the relevance of setting up structures (such as training committees), working on accreditation and even enforcing bonding schemes under serious pressure.
- Performance Management of staff is regulated by the Public Standing Orders. The implementation of performance management has proved to be a merely bureaucratic process (administrative requirement).
- Employment management and HR planning are driven solely by standards and wage bill, there is hardly room for local context.
- Most beneficiary organisations function in a very hierarchical system and often are at the lower levels of the system. We observed them receiving a lot of guidelines and process-related instructions but have noted also that quite often they do not receive feedback on what they deliver to higher levels.
- Training and development of staff need high level inter-sectoral and inter-professional dialogue and investment. Although there are intentions to stimulate this dialogue (fe Skilling Uganda, IMSCC), there is still a way to go.

Many organisations are not in the driving seat for their human resource management. For quite a lot of HR functions (job profiling, employment management, performance management, compensation management and human resource planning) they are too dependent on decisions at higher levels in the hierarchy and have limited power to change. To make HRD effective, ideally the environment within the organisation and the environment wherein the organisation works need to be enabling. This currently is not the case and brings challenges to the project in terms of guaranteeing effectiveness, and ultimately ensuring sustainability.

It is unlikely that the actual situation will change in the short or medium term as it implies a very comprehensive public sector reform.

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

2.1.2 Institutional context

The institutional context has not changed.

The project's partner is the Ministry of Finance, Planning and Economic Development (MoFPED). The MoES, MoWE and MOH are involved as sector ministries responsible for the activities in the respective sectors. The project office is based at BTC representation. The selected ITA is the project coordinator.

Given the multisector set-up of the project institutional anchorage is to be guaranteed through other ways. In the original set-up of the project the following provisions were taken:

1. The Sectorial Technical Committees were planned as temporary project structures that should allow for ownership and objectivity in the appraisal of applications and HRD and Training Plans.
2. All involved line-ministries are represented in the Project Steering Committee to allow for "joint responsibility".
3. The deliberate choice for a focus on a group of selected beneficiary organisations should enable anchorage at their level.

This set-up has been maintained so far but some adaptations and innovations were introduced:

1. The **role of the STC was clarified** in the PSC of February 2015. The responsibility for selecting Beneficiary organisations was transferred to the line-ministries (Permanent Secretaries) and the responsibilities of the STC were more centred on the appraisal processes:
 - Assess the applications from the Beneficiary Institutes;
 - Appraise the quality of the organisational assessment and organizational needs from Beneficiary Institutions;
 - Appraise the quality of the strategic HRD & training plan from Beneficiary Institutions;
 - Confirm priorities in the training activities which will be financed by the project;
 - Participate in the development of principles of organizational HR development, unifying concepts and strategies on human resource development.
2. Secondly for the activities, the project needs to work more intensely with every ministry to ensure the link between the intervention and the ministries, involvement in the operational management and follow-up, take joint decisions on the implementation with the PCT, and ensure harmonization and capitalization with regard to technical support. To keep the appraisal processes as objective as possible and taking into account the rather high level nominees of the STC a **new structure was set-up called the Co-Coordination Team (approved by the PSC in February 2015)**. It meets on an ad hoc basis and looks especially into operational matters and technical approaches.
3. The project is now known in all line ministries and has been invited to participate in relevant **HR and HRD technical working groups** where ministries coordinate with **DP**. Where a **training committee** is established at ministerial level (in the framework of the National Training Policy) the project is invited although these meetings are not organised on a regular basis.

Some challenges remain:

- The availability of some appointed members to STC is limited. The project tries to organise the STC-meetings as efficient as possible in terms of time and tasks.

- The STC has also a responsibility to participate to the development of principles of organizational HR development, unifying concepts and strategies on human resource development. This might be too ambitious and better can be taken up by the CCT.
- To enhance its influence on this enabling environment the project might need to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels. The project is already present in HR and CD related technical working groups in MoH and MoWE but the leverage of these platforms so far, seems limited. A stronger involvement of the MoPS in the project and concrete policy work on HR and CD related topics might open up a possibility to improve the influence.
- The implementation of the National Training Policy that in theory is an important element of the institutional framework of the project experiences problems in its implementation. An important reason is that the policy is not really supported by a solid budget, putting the relevance of established procedures and structures (such as training committees) under pressure.

2.1.3 Management context: execution modalities

The management context has not changed substantially.

In the design of the Implementation Modalities, the TTF took the following positions with regard to execution:

1. The project is fully implemented under the “regie”-modality (BTC Direct Management). This means all administrative and financial processes follow Belgian law and BTC procedures. This also means all these processes are managed by the project team.
2. Co-management was built-in through establishing sector technical committees to ensure maximum objectivity in the selection and monitoring of training and to empower and involve to the maximum the partner in the management and decision-making during the different phases of granting training.
3. Some elements of co-management are taken into account for tender procedures and recruitment processes.
4. A lean project team with 1 ITA/project coordinator, 1 national TA, 1 accountant, 1 driver, 1 secretary and consultancy support for procurement.
5. The organisation of selection rounds (calls for applications). The original idea was to organize rounds every year, select a maximum of 5 BOs per call and support those selected during 2 years (the originally thinking projected 8 calls in the project's life cycle). The Bos that are not selected, could re-introduce their request for the next call. And Bos that were selected, could only introduce a new demand when the 2-years period for implementation has expired and on the condition that their implementation reports are presented on time to the PCT. Secondly each selection round was to have 2 steps: step 1 focussing on selection of BO and step 2 focussing on training proposals based on a HRD plan presented by a select BO.

This set-up was adapted and some innovations were introduced:

- With regard to selection of beneficiary organisations the selection of organisations was realised by the respective line-ministries.
- The organisation of selection rounds (calls for applications) has been redesigned. The idea of organising various open calls for applications (per year / 8 in total) selecting 5 organisations per call was abandoned. The project has changed the approach by taking the selection of Bos out of the application and install the selection process as a 1-time separate process at the project's start. Secondly it has maintained the application process for selected organisations and redesigned is as a phase where readiness for change is assessed based on an organisational self-assessment and the definition of areas of organisational improvement. This redesign, although it abandoned the continuous opening of calls, has enabled the project to (1) take into account the actual capacity of the selected organisations and build up a process to guarantee relevant training based on that capacity, (2) allow

for a more sustained support of the selected organisations (needed because of the actual capacity), (3) optimize time-investment of project partners and PCT in temporary project structures, and (4) optimize time-investment of beneficiary organisations in terms of participating in applications. It should also be noted that selecting organisations only 1 time allows at later stages to organize trainings that are relevant for a group of organisations instead of repeating them at various points in time.

Some challenges remain:

- The staff capacity of the project remains insufficient in the light of the tasks ahead. The technical team members are too overstretched with administrative, procurement and control tasks to be able to provide sufficient attention to the process of change in the BO's and supervise M&E activities. The need for additional support staff is felt on a daily basis. The PSC decided end October 2016:
 - to approve the extension of the contract of the scholarship officer until the project ends.
 - to recruit a support staff (function title: training assistant –originally indicated as Secretary in the TFF) until the project ends.
 - To let the midterm review team assess additional staffing needs and awaiting this assessment solve capacity needs through temporary outsourcing.
- Additional requirements (such as the use the DAMINO system for registering all individual training) puts additional pressure on the small team. The impact of such requirements should be monitored to avoid it causing avoidable inefficiencies.

2.1.4 Harmo context

As a multi-sectoral project, SDHR takes part in an ecosystem environment involving many internal and external partners in HRD and training.

Securing cooperation for synergy, complementarity is key for different reasons:

1. Avoid duplication;
2. Create Added Value in terms of HRD support in function of the overall success of the portfolio of the Belgian-Ugandan Cooperation;
3. Close collaboration between BTC projects in the sectors enables the chances for improved organisational performance of the BOs that are shared (almost all organisations in the education and health sector are shared);
4. Lobby and ensure access to resources that strengthen the minimal conditions for successful HRD in the beneficiary organisations;
5. Enhance the influence of the project on the enabling environment for Human Resource Development (for example implementation of the National Training Policy) in Uganda and this to maintain and reproduce the benefits of SDHR in the long run.

Therefore the project is active as well within BTC as externally:

- Concrete collaboration between projects has been created through the participation of sector projects in the STCs as well as through regular technical exchanges between coordinators.
- Training delivery and follow-up offer good opportunities for collaboration. Exchange with the other projects is ongoing and continuous.
- Synergy between projects has been realized because of good personal working relations and enabling circumstances (such as timing of the projects, choice of the BOs and availability of field coordinators of sector projects).
- The project is already present in HR and CD related technical working groups in MoH and MoWE.
- Coordination with other relevant development partners (DP) has been established. Ad-hoc communication and information exchange take place:

- In the Health Sector there is coordination with IntraHealth, Makerere Public School of Health, AMREF and Baylor. With IntraHealth the coordination relates to exchanging information on progress (performance management, HR-audit ...) and support to the Inter-Ministerial Standing Coordination Committee (IMSCC) for developing human resources of the health sector. With Baylor there is exchange on the training programs that they provide.
- In the Environment Sector there is cooperation with GIZ/GFA Consulting Group that supports the MoWE capacity development in the framework of the Reform of the Urban Water Sector Support-project. SDHR's tools are currently being used by the project for supporting other departments of MoWE.

Some challenges remain:

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

2.2 Performance outcome



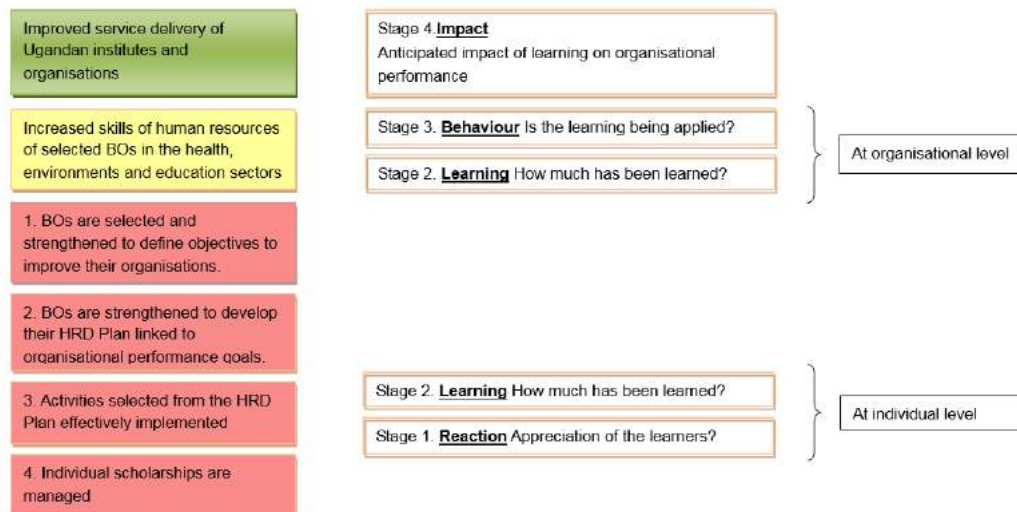
2.2.1 Progress of indicators

Outcome: Increased skills of human resources of selected beneficiary institutes in the health, education and environment sectors.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans)	n.a.	n.a.	n.a.	n.a.	n.a.
Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard to 3-5 improvement areas	n.a.	n.a.	n.a.	n.a.	n.a.

* n.a. = not applicable

2.2.2 Analysis of progress made

We refer to the monitoring matrix that was redefined as part of the baseline process:



At the outcome level, the link between skills gaps addressed and organisational improvement remains important management information for BO HR staff and BO management as well as for the team. The revised indicators will capture the different steps in the change process. The approach has a logical sequence in line with the implementation strategy. It focuses on management information regarding what works and what doesn't.

The outcome level indicators will be measured through a satisfaction questionnaire to be filled by each BO (see M&E Toolkit). As actual training delivery (phase 3) started up in

August 2016 it is too early to present already progress in terms of the outcome (improved skills). Since starting up the actual training delivery (phase 3) the project team has introduced an additional tool to stimulate and monitor the actual transfer of learning. This tool is an **Action Plan for Linking Learning to Performance** in this plan, trainees are asked to describe what they are going to do as a result of what we learned from this training and also how they will now they will succeed those performance objectives. The action plan is a concrete declaration of the commitment to improve the performance and includes a process of internal and external follow-up.

The Mid-Term Review indicated 2 important elements with respect to the outcome:

- The evaluators recommend to maintain a focus in project planning and monitoring on “improved performance” of staff and of organisations instead of improved skills only. The above mentioned action plan should cater for this.
- The evaluators observed that the Outcome as formulated is too frail to lead to improved performance of the organisations and the risks and assumptions with regards to the outcome and impact have not yet sufficiently been addressed by the project. There are organizational realities and practices, which may hamper the effective use of the learned skills; systems and structures may not be available at the level of the BO's to apply the new knowledge. This risk has been confirmed also by the beneficiary organisations.

These mid-term observations and recommendations are just known and need to be translated further into remedial actions.

2.2.3 Potential Impact

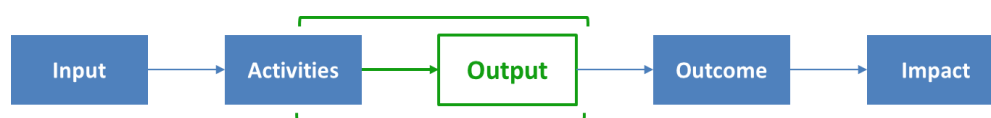
Although it is not uncommon to exclude impact measurement from the regular monitoring system, the current set-up of the intervention allows for impact measurement. At impact level, the PCT wants to keep track of the progress made in terms of a) organisational strengthening and b) the influence of the intervention on improved service delivery. To do so, a combination between a quantitative and a more qualitative approach was chosen. The organisational self-assessment process is a crucial element in the whole strategy and offers the opportunity to collect organisational assessment scores both before and after the intervention. The self-assessment process measures organisational performance through a number of key performance indicators. Additionally a more qualitative approach was selected in the form of collection of documented evidence of improved service delivery (examples, case-descriptions, etc). Information will be collected during a collective learning and reporting event with all BOs after training has been rolled out.

Nevertheless some challenges are ahead. While stating it is too early in the project to determine whether the expected impact is likely to be reached, the Mid-Term Review indicated the following:

- Revive the assessment process and transform it into a real change plan. This will enhance chances to reach improved performances of organisations.
- In those organisations where the sector projects are working, chances are better for sustained results.
- There are indications that the expected impact may be too ambitious, considering the scope of the project. In some cases the project may need to select only those organisations that are promising in implementing their training and subsequent change plan. Others that are lagging behind are not ready for change and improvement of services. The project does have a limited influence to reach improved performances.

These mid-term observations and recommendations are just known and need to be translated further into remedial actions.

2.3 Performance output 1



2.3.1 Progress of indicators

Output 1: BOs are selected and strengthened to define objectives to improve their organisations.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
1.1 Selection, application and appraisal methodology (incl. tools) in place and regularly updated.	Not in place	Method in place and updated per call	Updated (and a specific BTVET assessment developed)	Updated	Method in place and updated per call
1.2 Number of preselected BOs reviewed and updated	1237	48	48	20	44
1.3 Number of applications received per call	0	Call 1: 37 of 44 / Call 2 ongoing (for 11)	Call 2 finalized (for 11)	20	44 for all calls
1.4 STCs for each sector in place and functioning in line with quality criteria	Not in place	3 STC operational but 2 members have changed end of 2015.	Only 2 STC needed to be and were operational to assess applications of Call 2	3	Three STC's operational
1.5 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	17 organisations had a successful application (Call 1)	48	10	44
1.6 Level of satisfaction and confidence of Mgmt. and HRD staff related to defining org. dev. needs.	n.a.	-	Satisfaction for first approvers = 4.23 on a scale of 5 (85%) / for second approvers (moved from 3.3 (66%) at first submission to 4.2 (84%) at second submission / Confidence = 76.5 on a scale of 100	60%	80%

* n.a. = not applicable

2.3.2 Progress of main activities

Progress of <u>main</u> activities ³	Progress:			
	A	B	C	D
Establishment of STCs for each sector				
Assure appointment of the national party's HR to SC	FINALIZED IN 2015			
Adoption of R.O.I. (Internal Rules of Procedures) through the 3 rd SC meeting	FINALIZED IN 2015			
Update and examination of the organisational analysis of partner (STC)	FINALIZED IN 2014			
Introduction meetings with MoFPED, MoH, MoES, MoWE on status of Skill Development in HR in respective sector, project proposal, composition and role of STCs	FINALIZED IN 2014			
Bilateral contacts with all representatives nominated to be STC-members (assure appointment of the national party's HR to STCs)	FINALIZED IN 2015			
Collective internalization and conceptualization workshop for all members of STCs (explore validity of collective STC)	FINALIZED IN 2015			
Installation of 3 STCs through the 3 rd SC meeting	FINALIZED IN 2015			
Organize start-up training for STC	FINALIZED IN 2015			
Development of policy, strategy and set of tools				
STCs facilitate an analysis of principles, concepts of organizational HR development in the sectors (national and sample of BIs) and strategies and tools used	FINALIZED IN 2014			
Participatory identification of first concept and strategies of HR capacity development (organizational assessment and definition of organisational needs, HRD plan, training planning, ...)	FINALIZED IN 2015			
Development of first set of tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Introduction and exchange workshops on first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Adjusting and improving first tools and guidelines for organizational assessment and definition of organisational needs, and for HR capacity development	FINALIZED IN 2015			
Publication of first tools and guidelines for HR capacity development		X		
Train STC and CCT-members in Organisational Development and Change	FINALIZED IN 2015			
Update the OD-HRD capacity Framework	X			
Identification and selection of BO by the line ministries				
STCs present per sector a BO-selection proposal and a HR development strategy translated in a call scheme and focused on improved performance at the 3 rd SC meeting	FINALIZED IN 2015			
Invite by official request the sector ministries to select BOs (based on proposal of respective STC)	FINALIZED IN 2015			
Develop and sign Memorandum of Understanding with all BO	X			
BO are requested and supported to submit their organisational development plans				
STCs present per sector a BO-selection proposal and a HR development strategy translated in a call scheme and focused on improved performance at the 3 rd SC meeting	FINALIZED IN 2015			
Information session on organizational assessment and definition of organisational needs launch of FIRST CALL for selected BOs	FINALIZED IN 2015			
Selected BO submit their application (organisational assessment, needs ...).	FINALIZED IN 2015			
Appraisal of the applications by STC and validation by PS	FINALIZED IN 2015			
Support activities for non-approved based on application	FINALIZED IN 2015			

³ A: The activities are ahead of schedule
B: The activities are on schedule
C: The activities are delayed, corrective measures are required.
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

Selected BO resubmit their application.	FINALIZED IN 2015			
Appraisal of the resubmitted applications by STC and validation by PS	FINALIZED IN 2015			
Information session on organizational assessment and definition of organisational needs launch of SECOND CALL for selected BIs	FINALIZED IN 2015			
Selected BO submit their application (organisational assessment, needs ...).	X			
Appraisal of the applications by STC and validation by PS	X			
Support activities for non-approved based on application.	X			

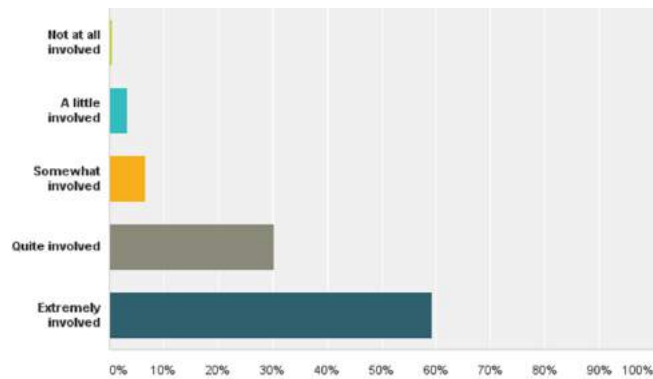
2.3.3 Analysis of progress made

Performance output 1 is almost fully achieved:

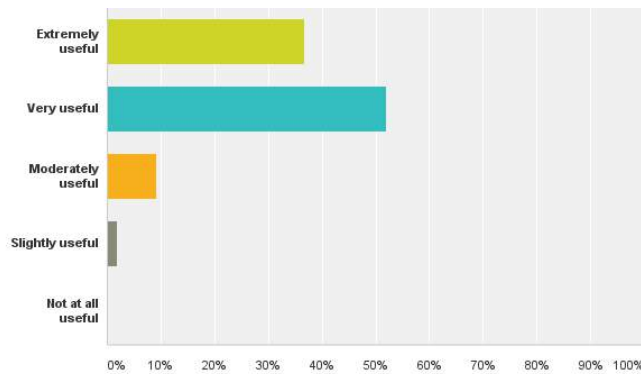
- The project is working already with 48 organisations while the expected amount of organisations to work with in this output was 20.
- The second call demanded in 2015 by the Steering Committee, was finalised in Q1. 6 Beneficiary Organisations that did not participate in call 1 (2015) and 4 new organisations applied. 1 beneficiary organisations (Karagutu Health Center IV) that did not participate in call 1 was unable to present its application again. On demand of the Steering Committee additional support was provided and the organisation was brought on board.
- The STCs for the Education and Health sector appraised the resubmitted applications of 21 organisations that did not receive approval of their first submitted application in call 1. They also appraised and approved the 11 applications that came in in call 2. Participation of line-ministries in the STCs was ensured be it with some appointed members delegating other persons to the meetings.
- 48 BOs have fully owned goals for organisational improvement that are approved by the STCs (= meeting quality criteria). The STC decisions were all validated by the Permanent Secretary of the respective line-ministry (expected amount of organisations to reach this at the end of 2016 was 10).
- A Memorandum of Understanding is signed with each of the 48 organisations.
- For activities related to the development of policy, strategy and set of tools there still is some budget space. This budget can be used for both a publication of the first tools and guidelines developed by SDHR, as well as for policy inputs based on the HRD experiences.
- A **satisfaction and confidence** survey related to defining organisational development needs was conducted with both management, HRD staff as other members of the working group of al Beneficiary Organisations.

The survey was developed and conducted online through Survey Monkey. It was sent out to 493 persons of the 48 organisations, 161 persons participated (response rate = 33%). 47 of the participants are female, 114 male. 84% indicated the nature of their contract is permanent, 13% temporary and 3% probation. 23% are director, 17% HR-staff and 51% technical staff and 9% support staff.

Involvement in the organizational self-assessment and the definition of improvement areas can be considered high.



The usefulness of the organisational self-assessment in helping organisations with defining their improvement areas was considered very to extremely useful



For the group of participants belonging to an organisation whose first application was approved without the need for resubmission, the satisfaction with the relevance of the improvement areas they submitted in your application is as follows:

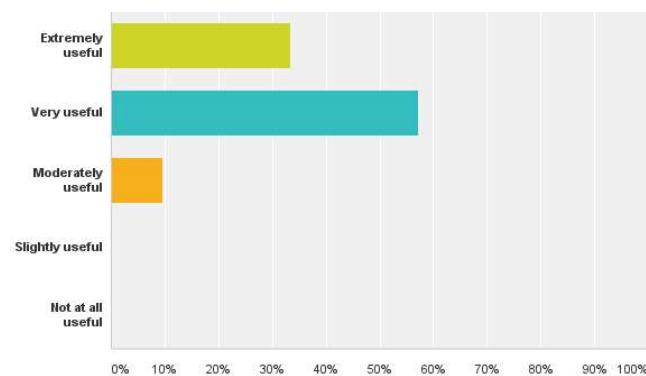
	Not at all satisfied	Not Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total	Weighted Average
(no label)	0.91%	0.91%	7.27%	56.36%	34.55%	110	4.23
	1	1	8	62	38		

Average satisfaction = 85%

For the group of participants belonging to an organisation whose first application was NOT approved and who submitted a second improved application, the satisfaction with the relevance of the improvement areas was measured for both first application and second application. Satisfaction levels are as follows;

	Not at all satisfied	Not Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total	Weighted Average
the relevance of the improvement areas you submitted in your first application	2.38% 1	14.29% 6	38.10% 16	38.10% 16	7.14% 3	42	3.33
the relevance of the improvement areas you submitted in your second application	0.00% 0	0.00% 0	11.90% 5	54.76% 23	33.33% 14	42	4.21

Average satisfaction improved from 66% at submission of first application to 84% at resubmission. The support process that was given to these organisations to improve their application, was considered useful:



Confidence of the participants was measured against concrete tasks asked from them in this first phase. Participant were asked to state their confidence with carrying out specific tasks on a scale of 0 to 100. 0 means 'I cannot do at all' and 100 means 'highly certain I can do'.

Carrying out the task 'correctly identify improvement areas for my organization' received an average confidence level of 76%

Carrying out the task 'identify the skills gap within my organisation' received an average confidence level of 77%.

2.4 Performance output 2

2.4.1 Progress of indicators

Output 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
2.1 Guidelines, incl. cross-cutting aspects, for HRD plan developed and approved by CCT	Not in place	Draft in place / framework contractors selected.	Guidelines for HRD planning and budgeting developed and approved	In place	In place by End 2015
2.2 Number of BOs that have a fully-owned HR capacity development plan	n.a.	11 BOs mentioned a HRD-plan in their application, only 5 have actually been able to present it.	48	20	44
2.3 STCs for each sector assume their role of selection of HRD proposals	0	0	all 3 STCs assumed their role	3	3 STC's selecting HRD proposals
2.4 Number of HRD Plans meeting quality criteria, incl. cross-cutting aspects, as indicated in the guidelines	0	Training planning processes started later than planned due to high number of applications in call 1	48	20	44
2.5 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD planning process	n.a.	-	Satisfaction for first approvers = 3.91 on a scale of 5 (78%) / for second approvers (moved from 3.45 (69%) at first submission to 3.95 (79%) at second submission / Confidence: 73.6 on a scale of 100	60%	80%

* n.a. = not applicable

2.4.2 Progress of main activities

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

- ⁴
- 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.

Appraisal of the HRD and Training Plan by STC and validation by PS	X			
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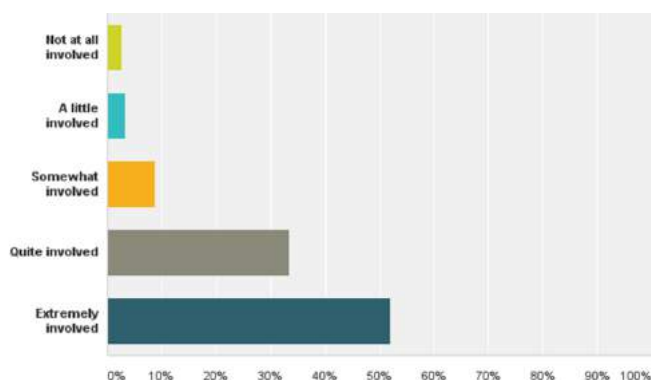
2.4.3 Analysis of progress made

Performance output 2 is fully achieved:

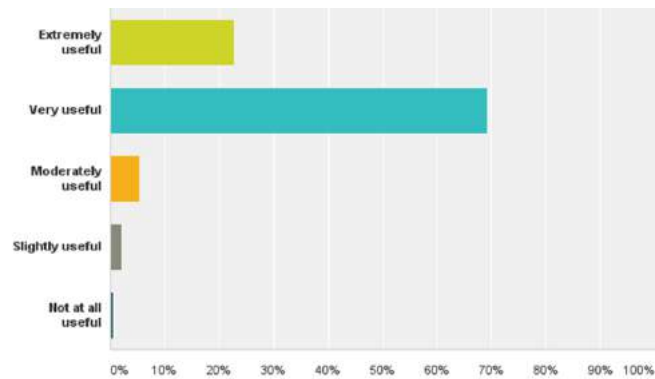
- Guidelines for HRD planning and budgeting were developed and approved.
- The project is working already with 48 organisations while the expected amount of organisations to work with in this output was 20.
- All organisations first developed HRD and training plans based on their organisational improvement areas (output 1). This process was done by each organisation but through a support process consisting of a mobilisation workshop, on-site assistance to the working group and off-site follow-up. When the draft plans were ready the organisations were invited for a budget workshop where they received a budget instruction and budget plan format. Budget were drafted and plans were made more realistic. A total of 3 budget workshops were realised. Once the plan and budget were ready they were submitted to the respective STC for appraisal.
- The STCs for all sectors appraised HRD and training plans and budgets. For the Health and Education sector this was done at each 3 appraisal meetings (1 in May, 1 end of June and 1 in August), for the environment sector this took 2 appraisal meetings (1 in May and 1 end of June).
- 48 BOs have a fully-owned HR capacity development plan that is approved by the STCs (= meeting quality criteria). The STC decisions were all validated by the Permanent Secretary of the respective line-ministry (expected amount of organisations to reach this at the end of 2016 was 20).
- A **satisfaction and confidence** survey related to HRD planning and budgeting was conducted with both management, HRD staff as other members of the working group of all Beneficiary Organisations.

The survey was developed and conducted online through Survey Monkey. It was sent out to 493 persons of the 48 organisations, 161 persons participated (response rate = 33%). 47 of the participants are female, 114 male. 84% indicated the nature of their contract is permanent, 13% temporary and 3% probation. 23% are director, 17% HR-staff and 51% technical staff and 9% support staff.

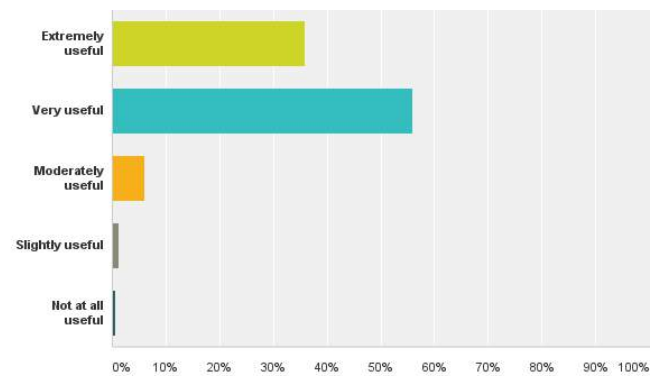
Involvement **in process of defining an HRD/training** can be considered high.



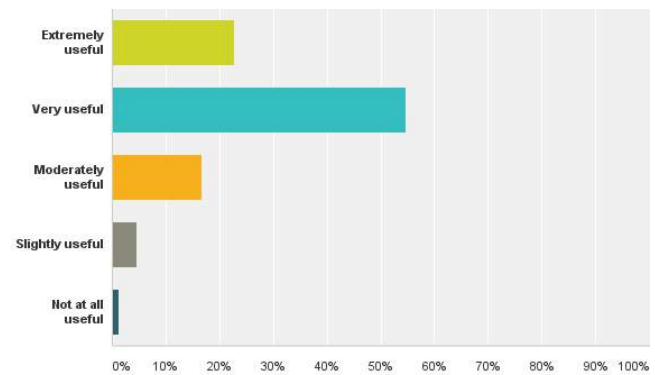
The usefulness of the improvement areas from the application (phase 1) for defining the HRD/training plan was considered very to extremely useful



The usefulness of the support received for defining the HRD/training plan was considered very to extremely useful:



The usefulness of the the budget workshop for defining the budget for training activities was considered very to extremely useful:



For the group of participants belonging to an organisation whose first submitted HRD and Training Plan was approved without the need for resubmission, the satisfaction with the quality and comprehensiveness of their plan is as follows:

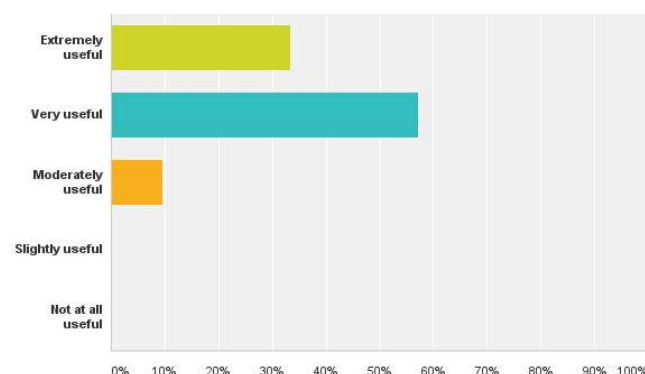
	Not at all satisfied	Not Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total	Weighted Average
(no label)	0.00% 0	1.57% 2	21.26% 27	62.20% 79	14.96% 19	127	3.91

Average satisfaction = 78%

For the group of participants belonging to an organisation of whom the first submitted HRD and Training Plan was NOT approved and who submitted a second improved plan, the satisfaction with the quality and comprehensiveness of their plan was measured for both first plan and second (improved) plan. Satisfaction levels are as follows:

	Not at all satisfied	Not Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total	Weighted Average
the quality and comprehensiveness of the first HRD/Training plan of your organisation	0.00% 0	13.64% 3	31.82% 7	50.00% 11	4.55% 1	22	3.45
the quality and comprehensiveness of the second HRD/Training plan of your organisation	0.00% 0	9.09% 2	4.55% 1	68.18% 15	18.18% 4	22	3.95

Average satisfaction improved from 69% at submission of first application to 79% at resubmission. The support process that was given to these organisations to improve their application, was considered useful:



Confidence of the participants was measured against concrete tasks asked from them in this second phase. Participant were asked to state their confidence with carrying out specific tasks on a scale of 0 to 100. 0 means 'I cannot do at all' and 100 means 'highly certain I can do'.

- Carrying out the task 'identify specific training needs (including definition of target groups, learning outcomes and delivery mode)' received an average confidence level of 75%.
- Carrying out the task 'prepare budget estimates for different trainings' received an average confidence level of 72%.
- Carrying out the task 'engage and involve relevant staff in the formulation of the HRD/training plan (management and other)' received an average confidence level of 74%.

2.5 Performance output 3

2.5.1 Progress of indicators

Output 3: Activities selected from the HRD Plan effectively implemented					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
3.1 Data bank of service providers, and relevant guidelines for training provision in place (incl. cross-cutting aspects).	Not in place	Loose databank information is available / guidelines drafted in strategy note	Most training arrangements are developed and in place	In place	Full databank in place
3.2 % of the selected activities from the HRD plans effectively implemented	n.a.	n.a.	4.8% (Individual Training Modalities (Plan – 543, Implemented – 40: 7.4%) / Group Training Modalities (Plan – 544, Implemented – 12: 2.2%))	30%	75%
3.3 Number of trainees (men, women)	0	tbd	TOTAL = 143 (Individual Training Modalities (43 (F:13 - M:30)) / Group Training Modalities (100 (F:39 - M:61)))	tbd	tbd
3.4 Number of training activities organized addressing cross-cutting aspects	0	-	Separate approach for cross-cutting aspects developed	10	40 (at least one per BO)
3.5 % of trainings providing follow-up sessions	n.a.	-	For all short term training an action plan for linking training to performance is developed.	0.5	80%
3.6 Level of satisfaction of participants with training	n.a.	0	3.38 for general satisfaction / average improvement of knowledge, skills and/or attitudes from 2.33 before the training to 3.35 after the training	3	3.25
3.7 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD implementation	n.a.	-	Satisfaction = 3.48 on a scale of 5 (69.6%) / / Confidence: 68.6 on a scale of 100	60%	80%

* n.a. = not applicable

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁵	Progress:			
	A	B	C	D
Arrange training activities and training providers				
Identification and definition of training modalities and guidelines		X		

- ⁵
- 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.

Identification of potential training providers per sector and theme (training databank)		X		
Training procurement			X	
Implementation of training activities				
Advice to BOs organizing training		X		
Financing training of BOs			X	
Monitoring and evaluation of training activities				
M&E introduction workshop			X	
M&E sessions per semester on training implementation with STC, CCT and BO			X	
M&E sessions on HRD implementation with BO Management and HR Staff			X	
Capitalize learning on training and skills development for HR		X		

2.5.3 Analysis of progress made

Performance output 3 is started up, with minor delays basically caused by two reasons: (1) all 48 organisations were brought on board earlier in phase 1 (output 1) and phase 2 (output 2), and (2) the design of the process and the additional support provided to the BO's in the first 2 phases resulted in a somewhat slower pace than initially expected.

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

TRAINING MODALITIES (PLAN)	TOTAL (UGX)	TOTAL (EUR)	TOTAL (%)	Lines in databank	Amount of participants
FOR INDIVIDUALS	2,390,390,907	630,325	21%	133	543
LONG TERM COURSE	1,502,115,435	396,095	13%	69	124
ATTACHMENT	306,666,000	80,865	3%	33	177
INSCRIPTION IN EXISTING SHORT COURSES	581,609,472	153,365	5%	31	242
FOR GROUPS	8,595,307,105	2,266,510	74%	544	9,518
STUDY VISIT	517,604,000	136,488	4%	25	227
SHORT COURSES***	8,077,703,105	2,130,022	69%	519	9,291
EQUIPMENT	660,388,219	174,139	6%	42	0
TOTAL	11,646,086,231	3,070,974	100%	719	10,061

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

A total of 677 training lines were identified as "on budget", meaning they can be funded within the available budget that was made available to the BOs.

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

- To keep the momentum, the project team focused on creating a quick-win for as many organisations as possible after final approvals of training plans (August 2016). Quick-wins were realised for 22 organisations through a focus on training modalities for which the arrangements were ready (long-term training, study visits and attachments). First activities implemented:

TRAINING MODALITIES	Planning			Implementation	
	Lines in databank	Amount of participants	Training activities planned (amount)	Training activities implemented (amount)	Training activities implemented (%)
FOR INDIVIDUALS	133	543	543	40	7.4%
LONG TERM COURSE	69	124	124	38	30.6%
ATTACHMENT	33	177	177	2	1.1%
INSCRIPTION IN EXISTING SHORT COURSES	31	242	242	0	0.0%
FOR GROUPS	544	9,518	544	12	2.2%
STUDY VISIT	25	227	25	9	36.0%
SHORT COURSES	519	9,291	519	3	0.6%

- The total number of trainees stands end 2016 at 143. 43 are engaged in Individual Training Modalities and 100 in Group Training Modalities.

TRAINING MODALITIES	Male	Female	TOT
FOR INDIVIDUALS	30	13	43
LONG TERM COURSE	25	13	38
ATTACHMENT	5	0	5
INSCRIPTION IN EXISTING SHORT COURSES	0	0	0
FOR GROUPS	61	39	100
STUDY VISIT	41	20	61
SHORT COURSES	20	19	39
TOTAL	91	52	143

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

Aggregated scores on already implemented training give an average satisfaction of 3.38

- Through individual evaluation forms an appreciation of the progress in terms of the change in knowledge, skills and/or attitudinal levels is measured before and after the training is measured through scoring the specific learning objectives before and after the training on a scale of 1 (poor) to 4 (very good). Aggregated scores on already implemented training give an average improvement of knowledge, skills and/or attitudinal levels from 2.33 before the training to 3.35 after the training.
- A **satisfaction and confidence** survey related to defining organisational development needs was conducted with both management, HRD staff as other members of the working group of al Beneficiary Organisations.

The survey was developed and conducted online through Survey Monkey. It was sent out to 493 persons of the 48 organisations, 161 persons participated (response rate = 33%). 47 of the participants are female, 114 male. 84% indicated the nature of their contract is permanent, 13% temporary and 3% probation. 23% are director, 17% HR-staff and 51% technical staff and 9% support staff.

Satisfaction with the practical implementation of training activities defined in the HRD/Training plan of their respective organization, is as follows:

	Not at all satisfied	Not Satisfied	Fairly Satisfied	Satisfied	Very Satisfied	Total	Weighted Average
(no label)	2.01% 3	14.09% 21	26.85% 40	47.65% 71	9.40% 14	149	3.48

Average satisfaction = 69.6%

Confidence of the participants was measured against concrete tasks asked from them in this first phase. Participant were asked to state their confidence with carrying out specific tasks on a scale of 0 to 100. 0 means 'I cannot do at all' and 100 means 'highly certain I can do'.

Carrying out the task 'organise and plan training (terms of reference, timing, logistics, invitations ...)' received an average confidence level of 72%.

Carrying out the task 'continuously monitor and document the progress in the execution of trainings' received an average confidence level of 69%.

Carrying out the task 'define an action plan to link learning to performance' received an average confidence level of 68%.

Carrying out the task 'monitor and evaluate the implementation of the action plan to link learning to performance' received an average confidence level of 66%.

Carrying out the task 'engage with line-managers to follow-up with their employees after training' received an average confidence level of 68%.

2.6 Performance output 4

2.6.1 Progress of indicators

Output 4: Individual scholarships are managed.					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
4.1 Number of on-going scholarships finalised as programmed	198 ongoing	100	43	72	195 (4 still ongoing)
4.2 Number of obtained academic qualifications	n.a.	-	Tracer study still ongoing – current (partial) value = 35 (62.5%)	65	180 scholars
4.3 Number of scholars returned to the organisations after their studies	n.a.	-	Tracer study still ongoing – current partial value = 39 (72%)	55	160
4.4 Number of scholars working in their field of study	n.a.	-	Tracer study still ongoing – current partial value = 34 out of 35 (97%)	55	160
4.5 Number of events for members organised	0	Postponed to beginning 2016	1	1	4 (1/year)
4.6 On-line survey on interest and needs of (potential) members completed	Not done	Survey conducted (with ongoing scholars)	Survey extended to all scholars (since 2004)	-	Survey conducted

2.6.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
<i>Follow-up of individual scholarships in the Health sector</i>				
Selection and awarding of new scholarships 2014 (1 st PSC)		X		
Contracting and follow-up new scholarships 2014		X		
Follow-up on-going scholarships approved until 2013		X		
<i>Follow-up of individual scholarships in the Education sector</i>				
Selection and awarding of new scholarships 2014 (1 st PSC)		X		
Follow-up on-going scholarships approved until 2013		X		
Follow-up on-going scholarships (multi sector) approved until 2013		X		
<i>Follow-up of individual scholarships in the Environment sector</i>				
Selection and awarding of new scholarships 2014 (1 st SC)		X		

- ⁶ 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.

Follow-up on-going scholarships approved until 2013		X		
Implement Alumni activities				
Collect information on interest and needs of alumni		X		
Organise alumni events		X		

2.6.3 Analysis of progress made

Activities under performance output 4 follow the planning.

- The number of scholarships that are still ongoing stands end 2016 at 43.
- A **scholarship tracer study** was launched to verify the number of obtained academic qualifications, the number of scholars returned to the organisations after their studies and the number of scholars working in their field of study. The study was developed and conducted online through Survey Monkey. It was sent out to the 198 scholars that were and are active within the lifecycle of the project. Response rate is still too low for general conclusions (only 56 scholars replied), therefore the survey will remain open.

So far 16 of the participants are female, 40 male. Of these 56 responses 21 (37.5%) has not yet finalised their studies.

The number of scholars that returned to the organisations after their studies stands at 39 (72%).

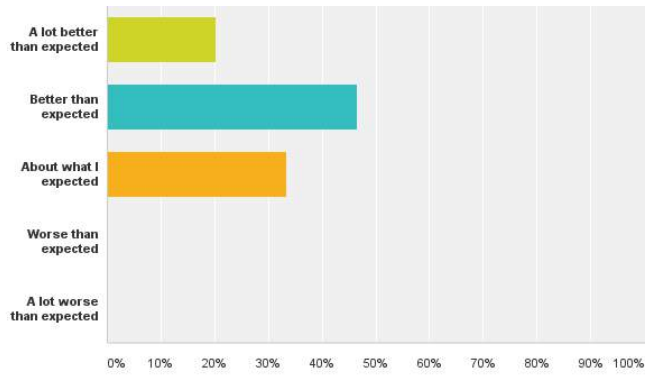
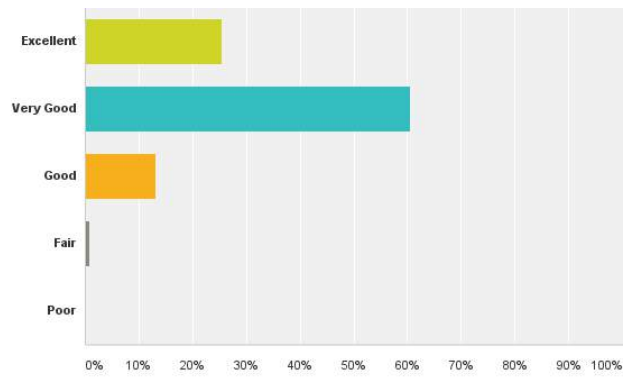
The number of scholars working in their field of study (after graduating) is 34 out of 35 (97%).

First answers indicate there might be a need to look into the modalities of the research funding. Some participants indicate the funding for that part is not enough.

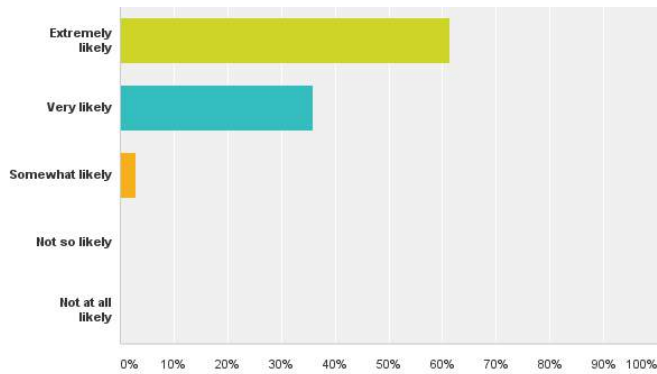
A full report will be drafted once a more substantial amount of answers is received.

- An **Alumni event was organised by BTC Uganda and the Embassy of Belgium** on Tuesday 06th December 2016 from 2:00pm – 10:00pm. Alumni were able to interact with fellow alumni, take part in workshop on either leadership, entrepreneurship or project development and participate in a plenary debate on “Education and the Workforce: Matching Skills and Labour Market Needs”. The event was closed with a reception.

144 alumni from both BTC, VLIR-UOS and ARES were present. Generally the event was rated very good by the participants and also ‘better than expected’.



Likelihood to attend a similar event in the future remains very high:



Ideas were collected to develop the future of the Belgian Alumni in Uganda. A separate report is currently being drafted and outcomes will be discussed with the Embassy to consider further actions.

2.7 Transversal Themes

2.7.1 Gender

The project committed itself to have a specific attention for gender and more specific for **equal participation of women and men in HRD and training activities**. The following measures have been taken and are constantly present in its approach:

1. In the baseline process the attention for guaranteeing equal participation of women and men in the HRD and training activities was built in the **redefined indicators** through the indicator “3.3 Number of trainees (men, women)”. This obliges the project to monitor the participation of both women and men throughout the project.
2. The **principle of “ensure equality of opportunities and appropriate access” has been integrated in the Memorandum of Understanding (MoU)** on Human Resource Development (HRD) & Training Support that was signed between the Belgian Development Agency and each Beneficiary Organisation. In the MoU each beneficiary organisations also has engaged itself to facilitate equal access of women and men to learning opportunities.
3. The project also has made an inventory of the current staffing situation of all beneficiary organisations. This “**gender audit**” allows the project to have a good view on gender aspects related to staffing and also to follow up on the principle of equal opportunities. Based on the data available the potential beneficiaries within the 48 beneficiary organisations are 3,556 persons (44% women and 56% men).
4. The project has **integrated the attention for equal opportunities in the HRD and Training guidelines for the framework contractors** that will carry out the actual support processes with each BO. This can eventually also lead to a gender budget scan of the training plans.
5. The **specific needs of women with regard to the organisation and timing of training the project are taken into account**. More specific there will be attention in training planning for: duration, enabling environment (for example allow women to move with house helpers), and modality (focus on the job, online training, etc).

Given that gender-related aspects barely came out as training themes in the organisational assessments and identified improvement areas, the project is looking into a more **proactive position to address the development of a specific training offer for Transversal Themes** (next to tailor-made, demand driven training linked to the identified improvement areas). This to ensure that the ambitions expressed in the *indicator “number of training activities organized addressing cross-cutting aspects”* is obtained more, this proactive approach seems necessary. A Backstopping mission developed this training offer in July 2016. Inputs from CCT members were collected and integrated. A budget was developed and the overall proposal and budget approved by the PSC (October 2016)

Goal of the offer: The training proposal is meant to achieve improved awareness, knowledge and understanding among the BOs of gender equality, proper HIV response and environmental protection as determinant factors for the creation of stimulating, safe and secure working environments and the provision of people-centred and user-friendly services and the impact thereof on the promotion and the protection of the rights of the child.

Competencies to be delivered: The trainings are expected to effectively contribute to the improvement of the work climate and the working conditions at the BO through improved awareness, knowledge, understanding of the transversal themes and the acquirement of the

necessary skills and attitudes for a positive approach.

A distinction is made between two main categories of training activities:

1. **General awareness raising activities** = part and parcel of all SDHR training initiatives and target all SDHR training participants
2. **Action oriented training initiatives** specifically aimed at improving the quality of the working environment through the organization of initiatives in the areas of gender and/or HIV and AIDS, and/or environment protection. The action oriented training initiatives will target: management, HR departments, sectoral focal points for gender, HIV and AIDS, environment and rights of the child, members of the specific desks that have been created for the follow-up of gender, HIV and AIDS, environment and rights of the child, BO staff with a particular interest or responsibility in one of the transversal themes. 2 types of Action oriented training initiatives will be developed: Integration of the transversal themes in management and HR related trainings + Tailor made trainings.

2.7.2 Environment

As the project's beneficiary organisations include departments of the MoWE, capacity development in terms of **strengthening national entities responsible for Climate Change, Forestry and Wetland Management** is integrated.

In the TFF specific attention to environment is focused on 4 areas: use of renewable energy, waste management, mobility (linked to transport to training) and awareness. **Some aspects came out as training themes in the organisational assessments and identified improvement areas** (for example waste management at hospitals) and will receive attention in the further processes of HRD and training (planning).

However, given that environment-related aspects only come out very limited as training themes in the organisational assessments and identified improvement areas, these aspects will be part of the above described specific training offer for Transversal Themes (see 2.7.1.).

In terms of mobility (linked to transport to training) so far the project has managed to **ensure as much as possible an on-site approach (what can be done nearby the organisation is done there)** thus limiting the push to organise training in venues in Kampala. Secondly the use of public transport as means of transport towards training or project events is stimulated by limiting transport refunds to the costs related to the use of public transport. There is an exception for official cars but in the case an official car is used, the projects requests that as many people as legally and physically possible are transported by the official car.

2.7.3 Other

In the TFF specific attention to Children's Rights and HIV/Aids is focused on the Health Sector.

Children's Rights did not come out as a topic in the organisational assessments and identified improvement areas, HIV/Aids came out although very limited in some hospitals.

These themes will also be catered for in the above described specific training offer for Transversal Themes (see 2.7.1.).

2.8 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
IMPACT: Other structural problems (than skills gaps) hamper the development of Beneficiary Organisations and their service delivery. These structural problems are outside the sphere of control of the project.	TFF (2014) - adapted after baseline (2015)	DEV	Medium	Medium	Medium Risk	The selection process must target organisations that have a minimum access to structural input/support (fe through government, other projects of BTC or other Development Partners).	PSC	Permanent	The selection of beneficiary organisations took into account synergy with other BTC projects. <u>(terminated)</u>	In progress
						Application processes must guarantee that eventual structural problems are identified so the STC can decide on not proceeding with the organisation.	PCT	Permanent	<u>(terminated)</u>	
						In case the structural problem is a lack of staffing, a long term training (classic scholarship) combined with bonding might be considered.	STC	Permanent	PSC approved funding modality long term training (and it limitations) <u>(terminated)</u>	
						Permanent coordination with other BTC projects and other Development Partners. Where needed synergy is to be established.	PCT	Permanent	Ongoing	
						Coordination with other actors that focus on sustainable improvements of HRD in organisations. Where needed synergy is to be established.	PCT	Permanent	Coordination ongoing with Development partners in Health and Environment sectors	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
IMPACT: Managers of Beneficiary Organisations are not convinced of the return on investment of development of their staff.	Baseline (2015)	DEV	Medium	Medium	Medium Risk	Involve (top) management in the application and training processes (output level)	PCT	Permanent	Realized through calls for applications and the ODS and Training Planning processes but needs permanent attention as involvement in some cases continues to be low. An engagement workshop is planned for January 2017.	In progress
						Involve (top) management in the monitoring and evaluation of training processes (output level)	PCT	Permanent	Planned for in M&E Framework and tools. Recommendation of MTR: involve the working groups (not only management)	
OUTCOME: Increased skills of HR do not lead automatically to improvements in the organisational performance because other conditions such as the availability of resources (such as equipment, materials and infrastructure) are not met, or because the organisation is not able to retain its trained staff.	TFF (2014) - adapted after baseline (2015)	DEV	Low	Medium	Low Risk	In the processes retention of personnel is verified. If high staff turnover is a fact, the STC has to decide on the relevance and feasibility of investment in HRD.	STC	Permanent	In the organisational self-assessments a specific assessment topic focused on recruitment, motivation and retention of staff / PCT has collected staffing lists of all BO to monitor retention on a yearly basis. Updating staffing lists.	In progress
						In the process of defining the areas of organisational improvement, the relevance of an HRD strategy and the necessary conditions for the success for a HRD strategy are verified. If the conditions cannot be met, the STC has to decide on the relevance and feasibility of investment in HRD.	STC	Permanent	In the definition of the areas for organisational improvement a specific question focuses on conditions for HRD-success. In the support processes on training plan development again attention for the issue is raised. Maintain the attention for necessary conditions at all times.	

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
						A bonding system is put in place for long term training (as foreseen in the national training policy)	PCT	Permanent	Ongoing for scholarships but needs further follow-up and needs additional attention in new training proposals / was included as condition in budget instructions and is implemented. (terminated)	
						Permanent coordination with other BTC projects and other Development Partners. Where needed synergy is to be established	PCT / RESREP	Permanent	The project has established technical portfolio meetings with TTE- and SSU-project, with other BTC-projects in the Health Sector a more structural dialogue has started also. There is still a general tendency to see the SDHR-project to much as a stand-alone project while a vision on the project as more transversal and supportive to the sector projects is likely to be more effective.	
						Coordination with other actors that focus on sustainable improvements of HRD in organisations. Where needed synergy is to be established	PCT	Permanent	For the environment sector contacts are ongoing with GiZ. For the health sector contacts are established with IntraHealth, Amref, Makerere Public School of Health and Baylor Uganda.	
						Small provision of equipment might be considered (provided for in TFF).	PSC	Jan-16	PSC approved funding modality (and it limitations) and this was communicate to all BO in de budget instruction for their training plan. The provision is used by 40 organisations.	

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
									Procurement of equipment is pending	
OUTCOME: Employees of the Beneficiary Organisation do not transfer the acquired skills to the workplace.	Baseline (May 2015)	DEV	Medium	Medium	Medium Risk	Training will be developed as training trajectories. In such a trajectory there is a provision for a coaching period after every training.	PCT	Permanent	Provision for post learning processes included in MoU and budget instruction. Needs further follow-up at training design stage. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	In progress
						As a HR-way of partnering with the organisations, specific skills and behaviours that target participants need to demonstrate after the training will be identified. These expectations will be made clear with the training providers and they will be asked to customize their training designs to meet these expectations.	PCT	Permanent	Learning outcomes were identified in the training plans but in many BO need further refinement at stage of training design and action plans for linking training to performance. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	
						HR and/or Training Providers shall give a thorough briefing to concerned managers about the training so managers can better appreciate the content of the course and how they can support the demonstration of desired behaviours and performance.	PCT	Permanent	Involve managers in M&E processes. An engagement workshop is planned for January 2017 + Recommendation of MTR: involve the working groups (not only management)	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						Each participant is required to complete and submit to their managers a training completion report that we shall call a "Forward Agenda." This report contains a participant's commitment to identify an opportunity to apply the learning at work, and then later report the result to the manager. It is the responsibility of the manager to demand the completion of the said report to motivate the participant to demonstrate the desired behaviours	PCT	Permanent	Provision announced to all BO in MoU and follow-up also included in training plans. Draft model for action plans for linking training to performance will be used a first time in October - December 2016. Maintain the attention for post-learning (also through Action Plans for Linking Learning to Development)	
						A specific M&E framework to follow up the transfer of learning to the workplace will be developed.	PCT	May-15	Realised	
OUTPUT 1: The selected BO do not correspond with the priorities of the sector	TFF (2014)	OPS	Low	Low	Low Risk	BO will be selected based on criteria, jointly developed by MoH, MoES, MoWE, MoPS and BTC based on previous experiences and lessons learned.	PC	Feb-15	Realised	Terminated
OUTPUT 1: (Top) management within Beneficiary Organisations may not be motivated to make	TFF (2014) - reformulated in Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For eventual lack of motivation, the project counts on a strategy of involving management at all stages of the project	PC	Permanent	Management are permanently invited in all processes. However their availability is not always optimal. <u>(terminated)</u>	Terminated

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
improvements in their organisations and/ or are not sufficiently capable to complete the application documents up to a reasonable standard.						For eventual intentional maintaining of focus on individual needs, the application process for BO limits to a certain point the focus on only individual needs.	PCT	Permanent	Application process and instruments focus on areas of change/improvement for the organisation. During training planning and implementation, PCT will continue stressing this focus. <u>(terminated)</u>	
						For not understanding or not capable to complete the application the project provides specific support services. Understanding and experience with the HR capacity development approach are not taken as a condition, rather the project sees it also as capacity development to strengthen the understanding and experience with the HR capacity development approach.	PCT	Permanent	The application process is designed to have a good insight in the understanding and experience of beneficiary organisations with organisational development and HRD. In the support processes on organisational development again attention for the issue is raised. It will be raised again in the training planning phase. <u>(terminated)</u>	
						Specific training for managers	STC	Dec-16	Management involvement keeps on being rather limited. A specific initiative (through training / communication is needed) <u>(terminated)</u>	
OUTPUT 1: The needs put forward by BO have only limited impact on their performance.	TFF (2014)	DEV	Medium	Low	Low Risk	Application process and instruments designed to ensure link with organisational change/improvement.	PCT	May-15	In the support processes on organisational development again attention for the issue was raised. This attention is also integrated again in the training planning phase.	Terminated

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 1: STC members are not capable enough nor committed to appraise technical as well as organisational aspects of BO's.	Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For capacity gaps, introduction and training is provided.	PCT	Permanent	A specific training on organisational development and change for STC and CCT members was realised in October 2015. Participation was not optimal. In November 2015 also 2 STC-members and 2 CCT-members were replaced.	Terminated
						For commitment, processes are designed to facilitate time-investment. Where needed, other arrangements can be foreseen.	PCT	Permanent		
OUTPUT 1: The project coordinator has to prepare the selection of BO and judge the applications of the BO and can therefore be in a difficult position.	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	The selection of BO is done by the line ministries and confirmed by the PSC.	PSC	Feb-15	Realised	Terminated
						The appraisal of the applications of BO is done by STCs where the PC is only one member. Decisions are taken in consensus and validated by the PS. The STC is preferably also not chaired by the PC.	STC	Feb-16	Realised	
OUTPUT 1: The provision for delivering for delivering good quality organisational development services is limited	Baseline (May 2015)	OPS	Low	Medium	Low Risk	Services for organisational development services to beneficiary organisations were procured. To guarantee quality tender follows a negotiated procedure and the tender was broadly published.	PCT	Jul-15	Realised	Terminated

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 1: Validation process of decisions of the Sectorial Technical Committee by Permanent Secretaries of the line-ministries is time-consuming.	PSC IV	OPS	Medium	Medium	Medium Risk	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action. If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	PSC	Jan-16	Realised	Terminated
OUTPUT 2: Beneficiary organisations are not interested in new HRD and training modalities and prefer long-term training for improving personal qualifications.	TFF (2014)	OPS	Low	Low	Low Risk	All relevant stakeholders are informed on the approach adopted for human resource development and the necessity to link it to organisational development	PCT	Permanent	Realised	Terminated
						Beneficiary organisation make their own training planning based on their objectives and the best training modality to contribute to the objectives (considering costs for long-term versus short-term training).	BO	Jul-16	Realised	
OUTPUT 2: STC members are not capable enough nor committed to appraise HRD and training plans of BO's.	Baseline (May 2015)	OPS	Medium	Medium	Medium Risk	For capacity gaps, training is to be foreseen.	PCT	Permanent	Realised	Terminated
						For commitment, processes are designed to facilitate time-investment. Where needed, other arrangements can be foreseen.	PCT	Dec-16	Realised	

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 2: The project coordinator has to appraise HRD and training planning and can therefore be in a difficult position during the appraisal process.	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	The appraisal of the training plans of BOs is done by STCs where the PC is only one member. Decision are taken in consensus. The STC is preferably also not chaired by the PC.	STC	Permanent	Realised	Terminated
OUTPUT 2: Validation process of decisions of the Sectorial Technical Committee by Permanent Secretaries of the line-ministries is time-consuming.	PSC IV	OPS	Medium	Medium	Medium Risk	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action. If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	PSC	Jan-17	3 STC-meetings for validation planned (Q2 2016) and realised. 6 STC-meetings for validation planned (Q3 2016). (<u>terminated</u>)	Terminated
OUTPUT 2: The provision for delivering good quality HRD services is limited	Baseline (May 2015)	OPS	Low	Medium	Low Risk	As the capacity of the project team is limited, additional contracting of a service provider is needed for HRD services to beneficiary organisations. To guarantee quality tender follows a negotiated procedure and the tender was broadly published.	PCT	Aug-15	Framework Contract for Strategic Training Planning Services was also awarded to Ernst&Young	Terminated

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: Low quality of trainings as the capacity of local providers is limited. For some trainings no providers are available in Uganda.	TFF (2014)	OPS	Medium	Medium	Medium Risk	A databank for training providers is to be developed. In the databank a system for quality control and feedback need to be build-in. Feedback can come from earlier clients of the providers or from the evaluation of trainings delivered in the project (as such creating a feedback loop between training evaluation and future procurement).	PC	Aug-15	Idea of a training databank has changed based on inputs of Auditors (they propose an immediate tender for training provision per lots). (terminated)	In progress
						Very careful procurement of training and very deliberate choice for the HRD modality (does not have to be always training)	PCT	Permanent	Training databank was developed and based on that a macro procurement planning. Ongoing: coordination on databank and procurement with sector projects and procurement ITA and NTA	
						All training provision is evaluated.	PCT	Permanent	Evaluation and action plan for linking training to performance developed and currently been mainstreamed to all training arrangements.	
						If low performance would appear to be a very big problem a training for trainers might be set-up.	PCT	Permanent		
						If local provision of certain training is problematic, regional or international providers can be engaged.	PCT	Permanent		
						Eventually support can be provided to strengthen local training providers	STC			

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: Using project funding for other purposes than intended (special attention to ensure that not too much budget goes into allowances)	TFF (2014)	FIN	Low	Low	Low Risk	In the information sessions for beneficiary organisations it has to be clearly motivated that the more is spent on allowances, less is spent on HRD.	PCT	May-15	Arrangements made through a Memorandum of Understanding. MoU with 48 Beneficiary organisations were signed. 4 budget workshops were held to stress the importance of good budgeting. (<u>terminated</u>)	In progress
						In the different support processes checks and balances should be built in to ensure proper project funding.	PCT	Permanent	Evaluation and action plan for linking training to performance developed and currently been mainstreamed in all training arrangements. Arrangements developed for all training types.	
OUTPUT 3: Overlap of training activities with activities of other DP	TFF (2014)	OPS	Low	Medium	Low Risk	The intervention will inform actively other DP involved in the sector and mechanisms for harmonization will be requested, where needed.	PC	Permanent	Ongoing coordination meetings with most important DP are organized (IntraHealth, Baylor, Amref, GiZ)	In progress
						HR departments of the ministries will be closely involved in the cross-check of activities.	STC	Permanent		
						Verification with BO on other existing support for their HRD	PCT	Permanent	Realised	
OUTPUT 3: Overlap of training activities with activities of other interventions of Belgian cooperation	TFF (2014)	OPS	Low	Medium	Low Risk	The intervention will be in regular contact with other interventions via portfolio meetings and take an active role in informing and consulting the other interventions.	RESREP	Permanent	Technical Portfolio Meetings are ongoing.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
OUTPUT 3: There is a risk of an overflow of donor engagement (assistance and investment) for some organisations as compared to their absorption capacity	TFF (2014)	OPS	Low	Medium	Low Risk	The application process must guarantee that absorption capacity is taken into account to define tailor-made support. Where absorption capacity is limited support needs to be adapted.	PC	May-15	Realised (service downtime was calculated per BO)	Terminated
						Coordination with other Development Partners is to prevent overflow and/or to ensure feasible demand-driven support.	PC	Permanent	In the selection process for the environment sector donor coordination has led to division of labour arrangements (with GiZ).	
OUTPUT 3: The project coordinator has to prepare trainings and select training provider and can therefore be in a difficult position.	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	Training will be procured based on the outcomes of HRD planning support processes provided by consultants.	PCT	Permanent	A draft procurement plan is currently subject of coordination with sector projects - an estimated 39 tender processes will need to be realised in the next 12 months. Involvement of procurement ITA and NTA.	In progress
OUTPUT 3: Staff of Beneficiary Organisations are not motivated to learn and improve their performance	Baseline (May 2015)	OPS	Low	Low	Low Risk	The project commits itself to strive for equal access and maximal opportunities of all BO staff.	PCT	Permanent	Through mobilisation workshops broader involvement of staff in the process is targeted. The principles of equal access and maximal opportunities are withheld in the MoUs. Staffing lists of all BO are available and allow for an insight in the gender situation.	Terminated
OUTPUT 3: The results of training are difficult to measure	TFF (2014) - adapted after baseline (2015)	OPS	Low	Low	Low Risk	Specific attention is built in to focus training on its contribution to organisational development. By designing outcome and impact	PCT	May-15	Evaluation and action plan for linking training to performance developed and currently been mainstreamed to all training arrangements.	In progress

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue	
Risk description	Period of identification	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						indicators linked to concrete performance gaps, the result of training can be assessed.				
						Specific attention will be built in to design training trajectories to ensure transfer of skills to the workplace	PC	Jul-15	Post-training requirements taken into account in training planning formats and budget instruction	
						A specific M&E framework for training will be developed.	PC	Jun-15	Realised	
GENERAL: Limited ownership of MoH, MoES, MoWE as the intervention is not anchored in a specific ministry	TFF (2014)	OPS	Medium	Medium	Medium Risk	A Co-Coordination-Team ensures follow-up of the intervention and will guide inter-ministerial coordination.	PSC	Permanent	Ongoing	In progress
						Regular updates on progress per email send to CCT-members	PC	Permanent	Every 2 months an overview of progress related to the work plan is communicated. This communication needs to be taken up again.	
GENERAL: Staff members of MoH, MoES, MoWE and BTC designated to the intervention may not have sufficient time available for implementing the activities.	TFF (2014)	OPS	Low	Medium	Low Risk	Meetings, as well as requests for feedback will be organized in an efficient and effective way.	PCT	Permanent	Ongoing	In progress
						Through interventions by the PSC, the project intends to ensure commitment by engaging the right + not always same persons from the ministries to participate in all project structures (CCT, STC, PSC)	PC	Permanent	Ongoing	

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
GENERAL: Low interest of Uganda's partners for some components of the project	TFF (2014)	OPS	Low	Low	Low Risk	Design of the intervention in response to interest expressed by stakeholders met during the formulation mission	PSC	Permanent	Realised	In progress
						High level of flexibility of the intervention design allowing to adapt to evolving policies, needs and demand	PCT and STC	Permanent	Ongoing	
						Application process allows for demonstrating interest (or not)	PCT	Permanent	Realised	
						Alignment with existing HR development policies and support provided to facilitate their implementation	PCT	Permanent	MoPS has formally requested to be more involved in the project, were invited for PSC of Feb 2016 but did not show up. This happened again in Oct. 2016. Chair of the SC will take an action towards MoPS.	
						HR-departments of MoH, MoES, MoWE are selected as beneficiary, so the project has for them also a benefit and is not just extra work.	PSC	May-15	Realised	

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
GENERAL: Lean HR-set-up of the project limits projects capacity to ensure proper training arrangements and quality control of training and support processes.	PSC IV	OPS	Medium	Medium	Medium Risk	Develop a note on the situation and present to next PSC	PC	Jun-16	Issue discussed twice in PSC, PSC decided in last meeting not to approve the proposal and transferred the matter for further discussion to the CCT. Further discussion in CCT has not been done as no new data were available and 2 CCT members were also present in the last PSC. The matter was discussed again in PSC of Oct 2016 and it was agreed to (1) prolong contract of scholarship officer, (2) use provision for Secretary to recruit 1 Training Assistant, (3) ensure that the MTR analyses the HR situation.	In progress
						Ensure 100% availability of Financial and Administration Officer (transfer of his responsibilities with regard to Study Fund, HHSP and VAT)	ResRep	Jan-15	Realised	
						Ensure 100% availability of Scholarship Officer (transfer of her responsibilities with regard to Junior Assistants)	ResRep	Jan-15	Availability agreed until end 2016 with agreement of continuing after 2016 with a training officer. In Oct 2016 SC decided to prolong the Scholarship Officer until the end of the project.	
GENERAL: Overall training budget of the	PSC IV	OPS	Low	Medium	Low Risk	Develop a strategy note on the situation and present to next PSC	PC	Jan-15	Budget framework developed and agreed on in PSC (Febr 2016)	Terminated

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
project might be too high (for only short term training) taking into account the amount of staff of the selected organisations and their availability in time										

3 Steering and Learning

3.1 Strategic re-orientations

The following strategic reorientations were made so far:

1. Ensure all selected beneficiary organisations are on board and move more or less at the same pace through phase 1 and 2. This has allowed that all HRD and training plans were more or less available at the same time so it was possible to put all training events in 1 databank that allowed the project to come up with 1 overall training procurement plan.
2. Maintain an approach of keeping the ownership and ensuring participation at the level of beneficiary organisations. This has guaranteed so far that the results obtained are of high quality. Careful in-house development of tools and arrangements and deliberate choices in their roll out and use (for example a hands-off approach by supporting consultants) also are key in the quality approach.
3. So far the team has managed to cope with the work load (also through outsourcing core support processes) but taking into account that activity intensity will only grow, additional staffing needs consideration before implementation, quality and control are affected (putting the pilot unnecessary at risk). The PSC decided end October 2016:
 - a. to approve the extension of the contract of the scholarship officer until the project ends.
 - b. to recruit a support staff (function title: training assistant –originally indicated as Secretary in the TFF) until the project ends.
 - c. To let the midterm review team assess additional staffing needs and awaiting this assessment solve capacity needs through temporary outsourcing.
4. Since starting up the actual training delivery (phase 3) the project team has introduced an additional tool to stimulate and monitor the actual transfer of learning. This tool is an Action Plan for Linking Learning to Performance.
5. Synergy was strengthened within BTC by:
 - a. The approval to include the organisations of SSU also as beneficiary organisations of SDHR. This has allowed SDHR to support baseline and business planning processes for SSU.
 - b. The start-up of the Programme Approach in the Education Sector that allows for more formal internal coordination.
6. A specific training offer for Transversal Themes (next to tailor-made, demand driven training linked to the identified improvement areas) creates a better guarantee to ensure that the ambitions expressed in the indicator “number of training activities organized addressing cross-cutting aspects” is obtained.

3.2 Recommendations

The following decisions of the PSC are ongoing and serve as recommendations:

Decision	Action			Follow-up
Decision	Action(s)	Resp.	Deadline	Progress
General Update on Project progress	With regard to accreditation of short courses, try to get clarity on the information at MOH (IntraHealth), if the information is enough proceed with it. If it is not enough, fast-track the situation analysis through a study or consultative workshop with relevant stakeholders.	PCT	Q4 2016	Try to get 1 more time existing information from MoH/IntraHealth
	To avoid any legal/audit queries, PCT will send a note on how to handle inscriptions in existing short courses to Headquarters to get clearance from the legal department / procurement.	PC	1/11/2016	Discussion launched at HQ, to be followed up and concrete data to be written down in a note
	To enhance changes for OD/ID maintain good coordination with OD/ID projects from BTC and other development partners. Especially for MoWE: make use of the training lines on this particular challenge.	PCT	Q4 2016 – Q1 2017	Reprogram a meeting with MoWE
	MOPS participation: PC to inform Chair on representative of MoPS/Chair to take action towards MOPS.	CHAIR / PC	1/11/2016	Pending
Approval of proactive approach Transversal Themes	The project will engage in continuous discussions with the environment sector and take care of double funding issues in case they come up.	PCT / MOWE	Q1 2017	No issues observed yet
	Critically analyse the existing training initiatives in the sector and exclude what has been done by the ministry already.	PCT / MOWE	Q1 2017	Take up in MoWE meeting see Follow-up of Decision 31
	Procure training services	PCT	Q1- Q2 2017	
Approval of proposal update HR-plan	Assess the HR needs of the project during the midterm review and assess the recommendations of the midterm review.	MTR / SC	Q1 2017	Assessment realized, outcomes to be discussed
	Develop a job description and profile for a training assistant and include the role to cater also for quality assurance issues and M&E + recruitment.	PC/RESR EP	Q4 2016	Realized
	Extend the contract of the Scholarship Officer until the project ends (addendum).	PC/RESR EP	Q4 2016	Addendum to be made
Mid-Term Review	Share the results of the MTR in the next SC meeting scheduled for February 2017.	SC	Q1 2017	Draft report is circulating for comments
Approval update financial manual	Include the updates in the manual and distribute a copy to all members. Include the reference to the market study in the update.	PC	Q4 2016	Pending. To be finalized before next SC
Proposed Update to HR Plan - coordination of ICT-training - SC (11th February 2016)	Include a provision for a project manager at the side of the service provider for coordination of ICT-training (include in the tender).	PCT	Q1 2017	Tender specifications in preparation
	Discuss the situation and options in the Co-Coordination Team. The additional analysis made by the Co-Coordination Team will be further discussed between the project Coordinator and the Chair and Co-Chair of the project	PCT	February – March 2016	Closed

Additional recommendations related to the outcomes of the Mid-Term Review

- **Recommended results chain (SC)**

It is recommended that the results chain in the ToC is adapted to maintain a focus in project planning and monitoring on “improved performance” of staff and of organisations instead of improved skills only.

- Strengthen Transfer of learning / Change process after training**
 It is recommended that the project adds a fourth phase which is "readiness for implementing change". It should carefully review the planned activities in relation to the follow-up on training, taking the need for a solid change process per BO into account. The working groups established at the assessment phase should be re-activated and a team of 1 or 2 internal coaches should be trained to manage the change process at organisational level. The leadership of each BO should be formally included and guided in the preparation and implementation of the change plan. The focus on ownership should be maintained throughout.
- Team Capacity**
 The size of the team and the roles and responsibilities of team members should be reviewed taking into account the provisions made in the TFF, the needs of the project, the budget and available capacity within sector programmes to provide support to the SDHR. Each regional cluster (3) of BO's should have one SDHR staff working closely together with the field coordinators of the sector projects. The technical team members based in Kampala should have more time to concentrate on the coaching of the change processes and to continue documenting the processes.
- Synergy**
 Formal linkages should be created between the Education Programme and the SDHR as Organisational Development support service. Synergy between the Health projects and the SDHR should be continuously stimulated and supported.
- More influence at policy levels**
 The SDHR project should look for possibilities to increase its presence at the various platforms where HR and CD issues are discussed at policy and strategy levels. In this way the rich experiences can be shared and risks and bottlenecks addressed.

3.3 Lessons Learned

Lessons learned	Target audience
1. The organisation of selection rounds (calls for applications) has been redesigned and a phased integrated capacity development framework was developed.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
2. The organisational assessment and improvement areas (phase 1) enabled the project to collect in an efficient way sound information useful for project M&E and implementation. It also has proven to be an important step in ensuring that training provision has a relevant basis.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
3. Synergy was treated in the TFF in a classic way (summing up existing other initiatives (Belgian and others). If this new style project is to be part of a sector portfolio approach more work can be done to formalise the links between the elements in the portfolio.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)
4. Any HRD and training intervention needs to be embedded in an organisational and institutional setting for it to be relevant. This was assumed in the project design but the assumption was not reality and more was needed to ensure that HRD and training are connected to the organisational needs.	PSC, BTC Representation, other projects, BTC HQ (OPS, EST)

<p>5. For an HRD and training intervention to be effective sufficient attention needs to go to the other conditions that are needed so that staff are able to transfer their skills to the workplace (minimal conditions with respect to infrastructure, equipment ...). The project has limited resources to guarantee these conditions and counts on synergy with other projects (from BTC and other DPs)</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>6. When defining the HR-set-up of the project the following factors should be taken into account: the nature of the project (providing human resource development and training which is per definition labour intense), the reality of a wide diversity of beneficiary organisations because of the multisector characteristics, the fact that beneficiary organisations are spread out over the country (which has implications in terms of direct management but also if the tailor-made approach is to be sustained), the fact that this project is piloting a new approach, the fact that capacity development requires specific expertise. So far the team has managed to cope with the work load. The strategy for this is outsourcing core support processes. But there are limits to outsourcing, outsourcing also implies other tasks for the PCT (control) and outsourcing core functions of the project also implies that sometimes service providers are more connected to the beneficiary organisations than the PCT.</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>7. A consistent focus on ownership and participation is a key characteristic to ensure sustainable capacity development. In SDHR organisations did their own organisational assessment, formulated their own improvement goals, and developed their own training plan as well as its budget. This consistent approach as such has been recognised as capacity building. The project has realised this through engaging the organisation (mobilisation workshops for the broader organisation), management events, memorandums of understanding, working groups per organisations and hands-off consultancy support.</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>8. Long term training only should be granted if it bridges the organisational gaps and if there is clarity on the position and the conditions for the students after returning to the organisation.</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>9. Capacity Development starts with the participatory process of organisational assessment and HRD planning but is not finished until organisational performances have increased. Substantial follow-up of transfer of learning is needed as well as concrete pathway to guide towards organisational change.</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>10. Models and languages of the approach should be tailor-made to the organisations and leave room for discussions about the informal realities (culture, work ethics, etc.).</p>	<p>PSC, BTC Representation, other projects, BTC HQ (OPS, EST)</p>
<p>11. Scholarship Programmes & CD/OD programmes are in principle two separate activities with a different perspective. They should not necessarily be integrated in one programme although if the organisational development perspective is clear scholarships (that are limited in terms of reasonable duration or flexible in terms of modality) can be useful.</p>	<p>BTC HQ (OPS, EST)</p>

12. Creating a Belgian Alumni (organisation/fund/...) in a sustainable way needs significant initial support and a clear interest from all sides.	Embassy, BTC Representation, BTC HQ (OPS, EST)
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4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment RELEVANCE: total score	A	B	C	D
	X			
1.1 What is the present level of relevance of the intervention?				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
X	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
		X		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
B	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		
2.2 How well is the implementation of activities managed?				
	A	Activities implemented on schedule		
X	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs		

	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
X	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N

In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D

Assessment EFFECTIVENESS : total score	A	B	C	D
		X		

3.1 As presently implemented what is the likelihood of the outcome to be achieved?

	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.

3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?

	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
X	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).

In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		X		

4.1 Financial/economic viability?

	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.

X	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?		
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
X	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?		
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
X	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
X	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the steering committee and follow-up

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
General Update on Project progress	Oct-16	JLCB	JLCB	With regard to accreditation of short courses, try to get clarity on the information at MOH (IntraHealth?), if the information is enough proceed with it. If it is not enough, fast-track the situation analysis through a study or consultative workshop with relevant stakeholders.	PCT	Q4 2016	Try to get 1 more time existing information from MoH/IntraHealth	ONGOING
				To avoid any legal/audit queries, PCT will send a note on how to handle inscriptions in existing short courses to Headquarters to get clearance from the legal department / procurement.	PC	1/11/2016	Discussion launched at HQ, to be followed up and concrete data to be written down in a note	
				To enhance changes for OD/ID maintain good coordination with OD/ID projects from BTC and other development partners. Especially for MoWE: make use of the training lines on this particular challenge.	PCT	Q4 2016 – Q1 2017	Reprogram a meeting with MoWE	
				MOPS participation: PC to inform Chair on representative of MoPS/Chair to take action towards MOPS.	CHAIR / PC	1/11/2016	Pending	
Approval of proactive approach Transversal Themes	Oct-16	JLCB	JLCB	The project will engage in continuous discussions with the environment sector and take care of double funding issues in case they come up.	PCT / MOWE	Q1 2017	No issues observed yet	ONGOING
				Critically analyse the existing training initiatives in the sector and exclude what has been done by the ministry already.	PCT / MOWE	Q1 2017	Take up in MoWE meeting se Follow-up of Decision 31	
				Procure training services	PCT	Q1- Q2 2017		
Approval of proposal update HR-plan	Oct-16	JLCB	JLCB	Assess the HR needs of the project during the midterm review and assess the recommendations of the midterm review.	MTR / SC	Q1 2017	Assessment realised, outcomes to be discussed	ONGOING

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				Develop a job description and profile for a training assistant and include the role to cater also for quality assurance issues and M&E + recruitment.	PC/RESREP	Q4 2016	Realised	
				Extend the contract of the Scholarship Officer until the project ends (addendum).	PC/RESREP	Q4 2016	Addendum to be made	
Mid-Term Review	Oct-16	JLCB	JLCB	Share the results of the MTR in the next SC meeting scheduled for February 2017.	SC	Q1 2017	Draft report is circulating for comments	ONGOING
Approval update financial manual	Oct-16	JLCB	JLCB	Include the updates in the manual and distribute a copy to all members. Include the reference to the market study in the update.	PC	Q4 2016	Pending. To be finalised before next SC	ONGOING
Inclusion of Transversal Themes - SC (11th February 2016)	Feb-16	JLCB	JLCB	Develop a proactive training offer to ensure that the ambitions expressed in the indicator "number of training activities organized addressing cross-cutting aspects" are met.	PCT	Next PSC	Finalized	CLOSED
Participation of MoPS in the project - SC (11th February 2016)	Feb-16	JLCB	JLCB	BTC will write a letter responding to the requests of MoPS (MoPS will participate in the SDHR on the Steering Committee and Sectorial Technical Committee, they will not be considered as an additional BO but will be considered for relevant matters related to Human resource development (policy development)	RESREP/PO	February – March 2016	Finalized	CLOSED
Proposed Update to HR Plan - coordination of ICT-training - SC (11th February 2016)	Feb-16	JLCB	JLCB	Include a provision for a project manager at the side of the service provider for coordination of ICT-training (include in the tender).	PCT	Q1 2017	Tender specifications in preparation	ONGOING
				Discuss the situation and options in the Co-Coordination Team. The additional analysis made by the Co-Coordination Team will be further discussed between the project Coordinator and the Chair and Co-Chair of the project	PCT	February – March 2016	Closed	
Budget distribution to the BOs – approval of general parameters - SC (11th February 2016)	Feb-16	JLCB	JLCB	Long-term training = max 2% of staff per BO = maximum total of 830,000 EUR (=27% of the available budget) (@10.000 EUR (estimate) per long term training / 83 persons can benefit).	PCT	2/1/2016	Finalized	CLOSED
				The ICT budget is likely to be underestimated and needs to be enhanced since ICT capacity gaps were observed in all the BOs and at all levels.	PCT	2/1/2016	Finalized	

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				The budget for other equipment is likely to be underestimated but can be enhanced and taken care of by other BTC projects implementing similar activities. The principle of 5% can be maintained.	PCT	From now onwards		
				In disbursing allowances to the staff in the BOs, use the government rates as the standard.	PCT	From now onwards		
				For the long term training the cost is estimated at 10,000 Euros as and average for scholarships basing on the current rate – Break this cost down and indicate what amount is needed for Tuition, Allowances, accommodation and any other related costs.	PCT	From now onwards	Finalized	
				Follow OPTION 2 that follows the principle of an average budget per employee (not taking into account sector budget distribution of the TFF).	PCT	From now onwards	Finalized	
Approval of the status Report 2016 (follow up Last SC and Approval of Planning) - SC (11th February 2016)	Feb-16	JLCB	JLCB	Offer support to the BO that did not submit their application the second time Karugutu HC IV will receive onsite support for three days in case they still don't tender in an improved application.	PCT	3/1/2016	Finalized	CLOSED
				Take out the budget reserve in financial performance overviews in order to effectively track performance.	PCT	From now onwards		
				Remove "skills" from the project name and leave only the word "support". The abbreviation will be "SDHR" and the full name will be "Support for Development of Human Resources of Beneficiary Organisations". Change and integrate this decision in all communication and documents.	PCT	From now onwards		
				About spending against the planning – add a table which give a table of original spending plan, the actual and the planned and make a comparison in the next steering meeting	PCT	Next PSC	Finalized	
				Revise and enhance the general budget for basic ICT and relate it with the great capacity ICT needs observed in all the BOs.	PCT	2/1/2016	Finalized	

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
				With regard to accreditation of short courses, fast-track the situation analysis through a study or consultative workshop with relevant stakeholders in order to generate ideas on how best to handle the issue. Now that the new representative of the MoES is appointed as new HRM commissioner coordination with him on this matter needs to be established.	PCT	February – April 2016	Finalized	
Approval of the 2015 results report - SC (11th February 2016)	Feb-16	JLCB	JLCB	On performance output 3, make a detailed breakdown of the project status, which organisations are in phase 1, 2 and 3	PCT	next PSC	Finalized	CLOSED
				On Performance output 4, make a detailed presentation of the Alumni disaggregated by gender, courses undertaken, and time period and % of those that have responded to the survey.	PCT	next PSC	Finalized	
Approval Updates Project Operational Manual - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB				Finalized	CLOSED
Approval of update of HR-planning - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Ensure project accountant is 100% on the project	RESREP	1/1/2016	Finalized	CLOSED
				Arrangements to formalize attachment of the Regional Financial and Administrative Officer (Hannes Decraene) to the project team with 5-10% of his time until the end of the project	RESREP	1/1/2016	Finalized	
Explore accreditation of short courses - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Draft Terms of Reference	PCT	not specified	Finalized	CLOSED
				Approve Terms of Reference	MOFPED	not specified	Finalized	
				Engage a consultant, supervised by MoES and PCT	PCT / MOESTS	not specified	Finalized	
Basic ICT-skills for Beneficiary Organisations - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Start with a ICT-basic skills-training programme for relevant cadres in all beneficiary organisations	PCT	not specified	Finalized	CLOSED
2nd Call for Applications - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Organise the call	PCT	12/31/2015	Finalized	CLOSED
Ensure efficient and effective approval processes by line ministries - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action.	PC	not specified	Finalized	CLOSED
				If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	MOFPED	not specified	Finalized	

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Approval budget modification - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Insert budget modification in FIT (additional funding Scholarship officer to take from budget reserve)	PC	asap	Finalized	CLOSED
Approval M&E Toolbox - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	All PSC-members provide comments	PSC	not specified	Finalized	CLOSED
Ensure use of the available training budget - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Develop a strategy note on the situation	PC	1/1/2016	Finalized	CLOSED
Ensure maximum efficiency and delivery of the project - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Monitor the performance of the current team and revert to the Steering committee for advise should there be urgent need to enhance its performance	PC	1/1/2016	Finalized	CLOSED
Approval Project Operational Manual - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	All PSC-members provide comments	PSC	2/20/2015	Finalized	CLOSED
Approval of update of HR-planning - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Extension of the scholarships officer until end 2016	PCT	Not specified	Finalized	CLOSED
				Transition of the scholarship officer to training officer (through recruitment)	PCT	Q3 2016	Finalized	
				Change the functions of the Project Officer to Training Manager	PCT	Not specified	Finalized	
				Organize the procurement support within BTC office in the meantime was approved	PCT	Not specified	Finalized	
Validation of selection of Beneficiary Institutions - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	MOH to present its selection officially	MOH	2/20/2015	Finalized	CLOSED
Start-up with a co-ordination team - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to nominate CCT-members	MIN	Not specified	Finalized	CLOSED
Start-up with a limited set of maximum 40 organizations - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to respect amounts of beneficiary organisations	MIN	Not specified	Finalized	CLOSED
				Monitor the number of beneficiary organisations to ensure sufficient impact	PSC	12/31/2015	Finalized	
Change the beneficiary of the activity A_01_02 (Development of policy, strategy and set of tools) from STC to HRD division and the Training Committee of each ministry - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Change wording in next year's operational planning / analyse specificity of the activity next to activities in Result 3	PCT	Not specified	Finalized	CLOSED

Decision				Action			Follow-up	
Decision	Period	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Limit the role of the STC to appraise organizational assessments and strategic development plans submitted by beneficiary organization - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to nominate STC-members	MIN	Not specified	Finalized	CLOSED
				Instruct STCs in installation meeting	MIN	5/1/2015	Finalized	
				Re-invite MoPS to participate in STC	PCT	Not specified	Finalized	
Handover the responsibility of selecting beneficiary organizations from the STC to the line-ministry (with a validation by the PSC as planned for) - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to confirm their selection decisions	MIN	Not specified	Finalized	CLOSED
				Instruct STCs in installation meeting	MIN	5/1/2015	Finalized	
Approval of individual scholarships in 2014 - SC 2 (22th August 2014)	Aug-14	JLCB	JLCB	Drop 10 slots for short training courses for MoES /HQ staff and replace by LT training course	MoES	asap	Finalized	CLOSED
				Notify beneficiaries and start contracting	SO	31/10/2014	Finalized	
				Review award of scholarship to private sector (Petroleum Studies) and Health sector (Msc Clinical Epidemiology and Biostats)	PCT	Not specified	Finalized	
Organize extra call for individual scholarships in 2014 for 1M Euros in priority training areas per sector - SC 1 (27th May 2014)	May-14	JLCB	JLCB	Revision training areas	MIN	28/05/2014	Finalized	CLOSED
				Post advert and organise preselection	JM	2/6/2014	Finalized	
				Nominate names of staff that assist to selection process	MIN	asap	Finalized	

4.3 Updated Logical framework

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
IMPACT: Improved service delivery of Ugandan institutes and organisations	Documented evidence of improved service delivery	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	BO reporting event	End of each support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
	Increase of the development level in the organisational assessment	2,2	2,8	-	-	-	-	Pre-defined scoring scales	Excel analysis of org. assessment	End of each support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTCOME: Increased skills of human resources of selected BOs in the health, environment and education sectors	Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	Scoring scales	BO Satisfaction questionnaire	End of support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
	Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard to 3-5 improvement areas	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	Scoring scales	BO Satisfaction questionnaire	End of support cycle	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 1: Effective selection of BOs and effective appraisal of applications	1.1 Selection, application and appraisal methodology (incl. tools) in place and	Not in place	Meth. in place and updated per call	Start	Updated	Updated		/	Project files CCT Minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03 & A_01_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	regularly updated.											
	1.2 Number of preselected BOs reviewed and updated	1237	44	20	20	At least 44	At least 44	Nr of preselected BO's	PS - nomination letters	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.3 Number of applications received per call	0	44 for all calls	20	-	40	-	Nr of applications	Registration form call	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.4 STCs for each sector in place and functioning in line with quality criteria	Not in place	Three STC's operational	3	3	3	3	Nr of appraisal meetings.	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_01_03
	1.5 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	44	10	20	44	44	Nr of BO's	Appraisal documents STC minutes	Yearly	Data collection: BOs / Consolidation: PCT	A_01_04
	1.6 Level of satisfaction and confidence of Mgmt and HRD staff related to defining org. dev. needs.	n.a.	80%	-	60%	-	80%	See indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 2: Selected BOs are strengthened to develop their HR Development Plan linked to organizational performance	2.1 Guidelines, incl. cross-cutting aspects, for HRD plan developed and approved by CCT	Not in place	In place by End 2015	-	In place	-	-	/	Project files	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.2 Number of BOs that have a fully-owned HR	n.a.	44	10	20	44	44	Nr of BO's	Registration form, STC	Yearly	Data collection: PCT /	A_02_01

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	capacity development plan								minutes		Consolidation: PCT	
	2.3 STCs for each sector assume their role of selection of HRD proposals	0	3 STC's selecting HRD proposals	0	3	3	3	Nr of STC's	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.4 Number of HRD Plans meeting quality criteria, incl. cross-cutting aspects, as indicated in the guidelines	0	44	10	20	44	44	Nr of HRD plans	STC minutes	Yearly	Data collection: PCT / Consolidation: PCT	A_02_01
	2.5 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD planning process	n.a.	80%	-	60%	-	80%	See indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	Z_04_02
OUTPUT 3: Activities selected from the HRD Plan effectively implemented	3.1 Data bank of service providers, and relevant guidelines for training provision in place (incl. cross-cutting aspects).	Not in place	Full databank in place	Not in place	In place	In place	In place	/	Project files	Yearly	Data collection: PCT / Consolidation: PCT	A_03_01
	3.2 % of the selected activities from the HRD plans effectively implemented	n.a.	75%	n.a.	30%	50%	75%	%	Project files	Semester	Data collection: BOs / Consolidation: Training Manager	A_03_02
	3.3 Number of trainees (men,	0	tbd	tbd	tbd	tbd	tbd	Numbers	TSP reports	Semester	Data collection:	A_03_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	women)										Training Service Providers / Consolidation: Training Manager	
	3.4 Number of training activities organized addressing cross-cutting aspects	0	40 (at least one per BO)	0	10	20	40	Nr of training activities	TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02
	3.5 % of trainings providing follow-up sessions	n.a.	80%	0	50%	70%	80%	% of trainings	TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02
	3.6 Level of satisfaction of participants with training	n.a.	3.25	2.7	3.0	3.25	3.25	Scale from 1-4	Evaluations TSP reports	Semester	Data collection: Training Service Providers / Consolidation: Training Manager	A_03_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
	3.7 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD implementation	n.a.	80%	-	60%	-	80%	see indicator sheet	Satisfaction & confidence survey	At the end of each support process	Data collection: BOs / Consolidation: PCT	A_03_03
OUTPUT 4: Individual scholarships are managed	4.1 Number of on-going scholarships finalised as programmed	0 (198 ongoing)	195 (4 still ongoing)	102	72	13	8	Number of scholarships finalised	List from DAMINO	Semester	Data collection: Scholarship Officer / Consolidation: Scholarship Officer	A_04_01 & A_04_02 & A_04_03
	4.2 Number of obtained academic qualifications	n.a.	180 scholars	-	65	-	180	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	Z_04_02
	4.3 Number of scholars returned to the organisations after their studies	n.a.	160	-	55	-	160	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	Z_04_02
	4.4 Number of scholars working in their field of study	n.a.	160	-	55	-	160	Number of scholars	Tracer Study	Every 2 years	Data collection: Service Provider /	Z_04_02

Results	Indicators	Baseline value	Final target value	Target values 2015	Target values 2016	Target values 2017	Target values 2018	Unit of measurement	Source of verification	Data collection and analysis <i>Method, Tool and Frequency</i>	Responsible Person	Budget for data collection & analysis
											Consolidation: Scholarship Officer	
	4.5 Number of events for members organised	0	4 (1/year)	1	2	3	4	Number of events	Project files	Quarterly	Data collection: Scholarship Officer / Consolidation: Scholarship Officer	A_04_04
	4.6 On-line survey on interest and needs of (potential) members completed	Not done	Survey conducted	Conduct 1 st round	-	Conduct 2 nd round	-	Survey conducted and analysed	Project files	Every 2 years	Data collection: Service Provider / Consolidation: Scholarship Officer	A_04_04

* n.a. = not applicable

** tbd = to be defined

Notes

1. The **Logical Framework was updated** in the course of the process of development of baseline and M&E framework (April – June 2015). The baseline report (including the proposed changes) was approved by the Project Steering Committee (Sept 2015).
2. **Result areas and indicators were reformulated.** See the baseline report for justification and further explanations.
3. Given that only the formulation of the result areas was adapted and given that FIT does not allow for changes to formulation, the reformulations were not integrated in FIT (we opted not to do this as it would lead to including 3 new result areas in FIT and make the budget overviews unnecessary complex).
4. With regard to budget for data collection & analyses, reference is made to budget lines.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	Yes. Result areas and indicators were reformulated in the course of the process of development of baseline and M&E framework (April – June 2015) (see 4.3.)
Baseline Report registered on PIT?	Yes (realised after approval by PSC (sept 2015))
Planning MTR (registration of report)	Q4 2016 (awaiting Final report)
Planning ETR (registration of report)	2018-2019 (estimate)
Backstopping missions since 01/01/2014	<ol style="list-style-type: none"> 1. BSM related to other projects make consequently time for the SDHR-project. 2. A backstopping mission from the ITA of the similar project in DR Congo was considered. In dialogue between ResReps and ITA from both countries, it was decided that backstopping would be best realized through a mission of the Project Coordinator from Uganda to DR Congo (realised in January 2015) 3. Baseline data collection is linked to the documentation collected through the instruments of the application by beneficiary organisations. Short mission of StoopConsulting (March) was used for participatory development of organisational self-assessment instrument (to be used by beneficiary organisations to apply). The data was available in May and processed until beginning of June. Baseline report is drafted using the collected data. 4. After collecting organisational self-assessments of selected beneficiary organisations (as part of Result 1) a Backstopping Mission of MDF (4-8 May) was organised. Given the availability of the data, it was possible to finalise the baseline (report) in an efficient way. 5. BSM to define a pro-active training offer for cross-cutting themes was conducted in Q3 2016. Report approved by PSC in October 2016.

4.5 “Budget versus current (y – m)” Report

See attached to this document.

4.6 Communication resources

- Workshop reports related to support processes in Result 1 and 2 are available.
- Training status reports are available.
- A report of the Alumni Interest Survey was made.
- A Flickr page was opened for sharing photos.
- Project banners were developed and used intensively in all project events.
- A press back-drop and stickers were developed for the Alumni event.
- Videos were shot at the alumni event and news was made available on social media.
- The Project Presentation PowerPoint was updated and is used on various occasions since.
- A draft communication plan is available.

- Given the intense communication with 48 organisations and 5 ministries the project is constantly looking into professionalising the communication flow (currently this is mainly realised through email communication). A first e-Brief was send out in 2016.

Budget vs Actuals (Year to Month, Last 5 Years) of UGA1188811

Project Title : **Support to Beneficiary institutes to the Skills Development of the Human Resources**

Budget Version : **C5**

Currency : **DGD**

YtM :

Year to month : 31/12/2016

Report includes all closed transactions until the end date of the chosen closing

	Status	Fin Mode	Amount	Start to 2012	2013	2014	2015	Expenses	Total	Balance	% Exec
A ...			4.646.710,00			216.049,68	567.449,04	699.126,77	1.482.625,49	3.164.084,51	32%
01 Result 1 : STCs are equipped to select BI			263.000,00			936,74	84.490,25	119.566,42	204.993,41	58.006,59	78%
01 Establishment of STCs		REGIE	5.000,00			635,54	283,41	0,00	918,95	4.081,05	18%
02 Development of policy, strategy and set of		REGIE	65.000,00			301,20	6.369,60	14.377,00	21.047,80	43.952,20	32%
03 STCs select potential Bis		REGIE	5.000,00				4.615,77	365,62	4.981,39	18,61	100%
04 Support of BIs to submit organisational		REGIE	188.000,00				73.221,47	104.823,80	178.045,27	9.954,73	95%
02 Result 2 : Selected BIs have capacities to			211.000,00				7.551,24	203.305,37	210.856,61	143,39	100%
01 Potential Bis are informed		REGIE	211.000,00				7.492,36	203.305,37	210.797,73	202,27	100%
02 Potential BIs are requested to submit their		REGIE	0,00					0,00	0,00	0,00	??%
03 Support to improve HR plans and needs		REGIE	0,00				58,88	0,00	58,88	-58,88	??%
04 Submission of final training proposals		REGIE	0,00					0,00	0,00	0,00	??%
03 Result 3 : A number of trainings is financed			3.099.690,00			832,99	279,34	137.555,60	138.667,93	2.961.022,07	4%
01 Select training activities		REGIE	45.000,00			530,08		0,00	530,08	44.469,92	1%
02 Support implementation of training activities		REGIE	3.034.690,00			182,61	279,34	137.555,60	138.017,55	2.896.672,45	5%
03 Support the implementation of M&E system		REGIE	20.000,00			120,30		0,00	120,30	19.879,70	1%
04 Result 4 On-going scholarships are			1.073.020,00			214.279,95	475.128,21	238.699,38	928.107,54	144.912,46	86%
01 Health sector		REGIE	575.691,00			80.028,44	250.066,72	116.571,61	446.666,77	129.024,23	78%
02 Education sector		REGIE	332.824,00			99.607,04	156.253,53	76.427,72	332.288,29	535,71	100%
03 Environment sector		REGIE	133.505,00			34.644,47	68.807,96	30.700,13	134.152,56	-647,56	100%
04 Alumni Network		REGIE	31.000,00					14.999,92	14.999,92	16.000,08	48%
		REGIE	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%
		COGEST									
		TOTAL	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%

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	Status	Fin Mode	Amount	Start to 2012	2013	2014	2015	Expenses	Total	Balance	% Exec
B VAT REFUND			0,00				12.234,22	17.922,68	30.156,90	-30.156,90	??
01 VAT Refund			0,00				12.234,22	17.922,68	30.156,90	-30.156,90	??
01 VAT Refund		REGIE	0,00				12.234,22	17.922,68	30.156,90	-30.156,90	??
X BUDGET RESERVE			327.468,00					0,00	0,00	327.468,00	0%
01 Budget reserve			327.468,00					0,00	0,00	327.468,00	0%
01 Budget reserve		REGIE	327.468,00					0,00	0,00	327.468,00	0%
Z GENERAL MEANS			1.508.420,00			159.980,09	210.489,51	223.406,60	593.876,23	914.543,77	39%
01 Human resources			951.600,00			80.229,12	170.220,08	188.568,67	439.017,87	512.582,13	46%
01 National Project officer		REGIE	87.540,00				10.536,18	24.974,34	35.510,52	52.029,48	41%
02 National Scholarship officer		REGIE	84.460,00			9.706,54	17.753,79	17.859,33	45.319,66	39.140,34	54%
03 Admin and accountant officer		REGIE	67.970,00			1.868,12	11.102,55	16.735,05	29.705,72	38.264,28	44%
04 International expert capacity development		REGIE	550.000,00			62.543,90	123.354,45	122.966,89	308.865,24	241.134,76	56%
05 Support staff (driver, secretary, ...)		REGIE	161.630,00			6.110,56	7.473,12	6.033,06	19.616,73	142.013,27	12%
02 Investments			91.420,00			70.055,71	4.605,07	2.896,00	77.556,79	13.863,21	85%
01 Vehicles		REGIE	28.000,00			27.045,41		0,00	27.045,41	954,59	97%
02 Office equipment		REGIE	9.000,00			7.629,10	1.021,57	0,00	8.650,67	349,33	96%
03 IT equipment		REGIE	24.420,00			10.269,78	2.238,35	326,14	12.834,27	11.585,73	53%
04 Office rehabilitation		REGIE	30.000,00			25.111,42	1.345,16	2.569,86	29.026,44	973,56	97%
03 Operating costs			189.900,00			9.120,19	26.373,24	28.733,38	64.226,82	125.673,18	34%
01 Office rent		REGIE	49.000,00			2.473,75	6.947,77	11.868,00	21.289,52	27.710,48	43%
		REGIE	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%
		COGEST									
		TOTAL	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%

Budget vs Actuals (Year to Month, Last 5 Years) of UGA1188811

Project Title : **Support to Beneficiary institutes to the Skills Development of the Human Resources**

Budget Version : **C5**

Currency : **DGD**

YtM :

Year to month : 31/12/2016

Report includes all closed transactions until the end date of the chosen closing

	Status	Fin Mode	Amount	Start to 2012	2013	2014	2015	Expenses	Total	Balance	% Exec
02 Services and maintenance costs		REGIE	8.000,00			164,57	4.293,24	4.417,00	8.874,81	-874,81	111%
03 Vehicle running costs		REGIE	29.900,00			2.434,24	4.770,92	5.548,12	12.753,28	17.146,72	43%
04 Communications incl. internet		REGIE	32.000,00			1.793,63	3.384,37	831,82	6.009,82	25.990,18	19%
05 Office supplies		REGIE	28.000,00			2.052,32	2.526,55	4.406,48	8.985,35	19.014,65	32%
06 Missions		REGIE	30.000,00				2.649,66	248,26	2.897,92	27.102,08	10%
07 Training		REGIE	10.000,00			10,59	1.036,65	967,54	2.014,78	7.985,22	20%
08 Bank costs		REGIE	3.000,00			191,09	764,08	446,16	1.401,34	1.598,66	47%
04 Audit and M&E			275.500,00			640,00	11.900,25	4.806,98	17.347,23	258.152,77	6%
01 Baseline and follow-up		REGIE	103.000,00				11.596,71	282,94	11.879,65	91.120,35	12%
02 M&E		REGIE	100.000,00					1.659,36	1.659,36	98.340,64	2%
03 Audit		REGIE	48.000,00					0,00	0,00	48.000,00	0%
04 Backstopping		REGIE	24.500,00			640,00	303,54	2.864,68	3.808,22	20.691,78	16%
99 Conversion rate adjustment			0,00			-64,93	-2.609,12	-1.598,43	-4.272,48	4.272,48	?%
98 Conversion rate adjustment		REGIE	0,00			-64,93	-2.609,12	-1.598,43	-4.272,48	4.272,48	?%
		REGIE	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%
		COGEST									
		TOTAL	6.482.598,00			376.029,77	790.172,77	940.456,05	2.106.658,62	4.375.939,38	32%