



# THE NATIONAL EVALUATION SEMINAR

## Experiences and Lessons in Conducting Rapid Evaluations



Office of the Prime Minister  
The Government of Uganda

November, 2023



planning, monitoring  
& evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA



TWENDE MBELE



# Why the focus on rapid evaluations and where did it start?

## Where did it all start

Between **2018 - 2019** Twende Mbele conducted a research study on M&E Culture in 5 African countries. One participant from Benin said, “by the time evaluation evidence is generated, it is already too late...”. This was found to be an issue in all the 5 countries. Twende Mbele started looking into different methodologies for generating evaluation information quicker.

Rapid evaluations are evaluations that can produce scientific findings in **12 - 24 weeks** which can inform policy, programme decisions and interventions.

## They....

- Address the need for timely performance data regarding policies and programmes.
- Offer recommendations for improving projects and interventions.
- Offer quick evidence for emergency situations; early warning for implementations.

Rapid Evaluations are also less costly than traditional evaluations, and can be done internally, facilitated and externally (consultant).

In 2019, a rapid evaluation toolkit was prepared and later a guideline was developed using the South African context.

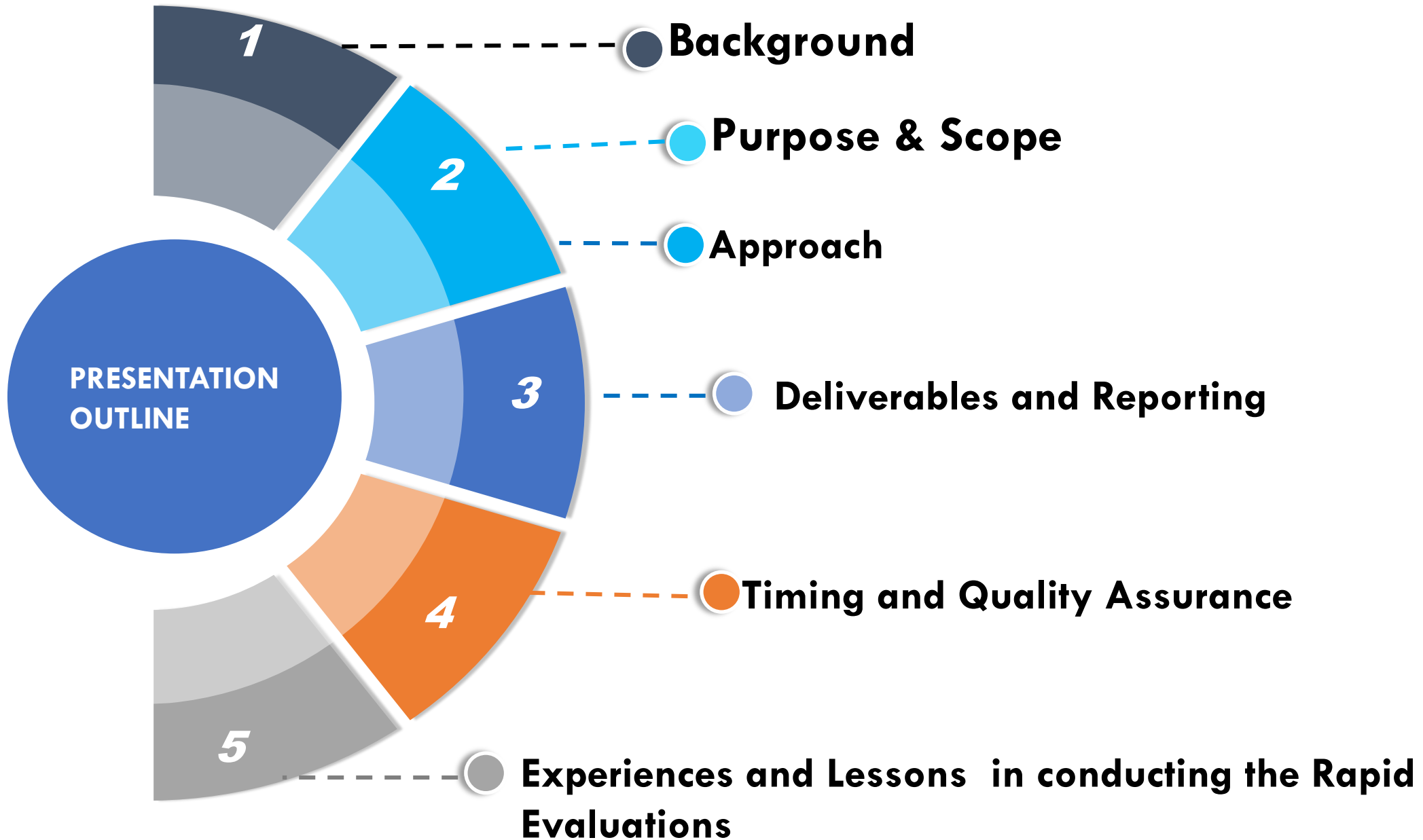
Later, the 5 other partner countries developed their own guidelines based on the DPME guideline for their local context.

To date, there's been 8 rapid evaluations conducted in 5 of our partner countries, with another 4 planned for 2024.

Updated the rapid evaluation guidelines in 2023. Notable changes can be found in the costs and times. Whether, internal, facilitated or outsourced. Examples of rapid evaluations by government staff (internal):

- Time- went from 12 weeks to **24 weeks**.
- Cost- from R300 000 to **R100 000**.

All reports and documents can be found on the Twende Mbele website.



# Background

## A.

- ❖ **NDP III implementation approach** required incorporating rapid evaluation approach into existing government structures.
- ❖ **Capacity building** programme and partnerships by Twende Mbele to GoU were reached.
- ❖ OPM sought on the best way forward in implementing the **20% gate collection remitted to host communities surrounding National Parks** while preventing leakages in the disbursement system of the funds to the communities.

## B.

- ❑ OPM in FY2016/17, FY2017/18, FY2018/19, FY2019/20 conducted LGPA in all LGs.
- ❑ The performance assessment results showed that Human Resource Management was the worst performed thematic area.
- ❑ OPM in partnership with MoLG and funded by Twende Mbele undertook a rapid evaluation to examine the **challenges faced during the recruitment to fill critical positions in the LGs**



## A

- ❖ **Purpose:** aimed at assessing the programme design of remitting 20% park fees as conditional grant to Local Governments, the underlying theory of change with a view of improving it and strengthening its implementation.
- ❖ **Scope of work:** Team Leader had the overall responsibility for delivering the six outputs outlined in the terms of reference for the evaluation.
- ❖ **Geographical scope:** The evaluation sampled 4 National Parks (in @ 2 LLGs that had received most disbursements and 2 LLGs that received less disbursements of the 20% gate collections).

## B

- **Purpose:** aimed at assessing the staffing in LGs and challenges faced during the recruitment to fill the critical positions.
- *Specifically, the purpose of the evaluation was to:*
  - *Examine the staffing in LGs as per the approved structures,*
  - *Examine the challenges in recruiting staff,*
  - *Explore strategies in improving recruitment of LG staff.*
- **Scope of work:** Team Leader had the overall responsibility for providing technical guidance.
- **Geographical scope:** The evaluation covered 10 Local Governments. (5 Urban and 5 Rural LGs)

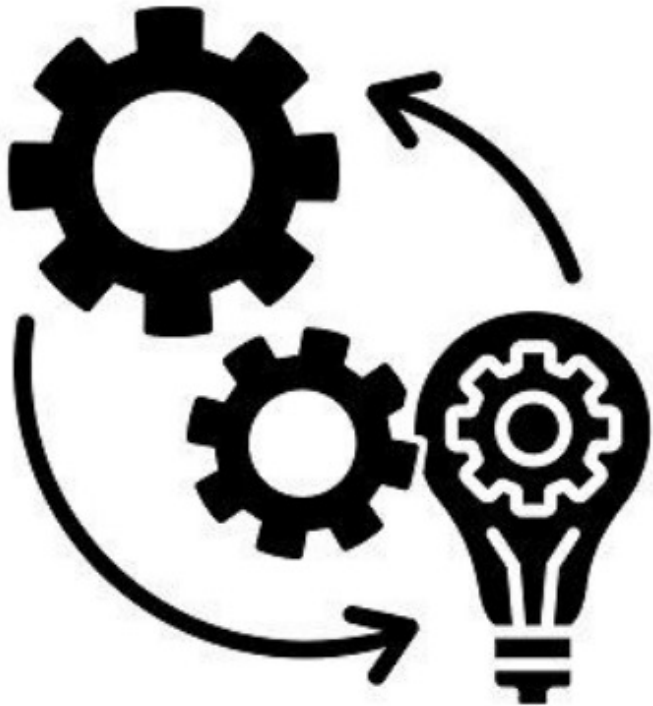
# Approach



➤ Mixture of quantitative and qualitative methods including a survey of surrounding communities, selected LG officials, focus group discussions, key informant interviews.

➤ Specifically the approaches included;

- Desk review of key documents
- Field visits to several communities
- Organize FGD of direct beneficiaries
- Drafting of the report
- Present findings to key stakeholders
- Incorporate comments
- Hold workshops/webinars
- Finalize Report



# DELIVERABLES

1. Inception Report
2. Progress Report
3. Draft Evaluation Report
4. Final Evaluation Report
5. Dissemination, Use and Knowledge brokering
- 6. Writing Report**  
In line with Twende Mbele standards and guidelines

# REPORTING



- Team Leader reported to the GoU Evaluation Subcommittee and Twende Mbele but worked closely with OPM (C/M&E-CG), MoTWA and MoLG.
- Issues of contracting and the obligations were addressed to Twende Mbele.
- Commissioner/M&E-CG in OPM handled technical issues on the assignment.

# TIMING



Maximum of 3 calendar months from the date of contract signature.  
Team used approximately 45-60 days working days to complete the assignment.



- GoU Evaluation Subcommittee
- National M&E TWG
- Dedicated M&E Officers from OPM, MoTWA and MoLG that attended RE training.
- *By reviewing and making recommendations on all major outputs of the evaluation.*
- Hired Team Leader provided technical guidance to the evaluation team.

## Experiences in conducting Rapid Evaluations

- Contextual and cultural variations had to be considered in scheduling data collection exercise

- ✓ *E.g. Gardening time: 6am-12pm; therefore HH data could only be collected in the afternoons. Distance between HHs: Scattered*

- Attribution of results to the evaluated projects was difficult, given the similarities between the prioritized sub-projects & other Government interventions.

- Communities view evaluations as a “hotline” to get their issues to the highest decision making structures.

- Evidence provided by respondents (especially on Income and expenditure) was highly subjective, and dependent on their perceived objective of the RE.

- Policy makers and leaders still confuse Evaluations with Audits.

- Difficult to control the study scope (geographical & time), especially for the study on the 20% Park Gate collection (int. borders, hard-to-reach areas ...)

# Lessons in conducting Rapid Evaluations

## Timing

Report must be timed to fit into a policy/planning process.

- **Findings and recommendations lose relevance fast, affecting utilization.**

## Data collection tool

Must be as simple, focused and specific as possible

## Approach

FGDs provide very rich qualitative, but weak quantitative data

## Communication

Critical to communicate to different respondents in advance (at least a week)

## Demand

High internally for single study; only high externally for a combination of studies/thematic areas.

## Capacity

Remains weak across most institutions.

## Generalizability

Not advisable


## Acceptability/Up-take

High in both political and technical spheres

## Lessons in conducting Rapid Evaluations.....cont`d

- Greater appreciation of the concept and approach by MDAs.
  - ✓ *However, as OPM we have not yet developed and disseminated the **FORMAL** guidelines for conducting rapid reviews. Otherwise Agencies that were trained liked the approach and are willing to take it up.*
- Less time consuming than many other methods of evaluations
- More likely an effective way of conducting evaluations/reviews to be able to meet the demands of timely evidence by decision makers (Most effective way of providing timely reports for evidence based decision making).
- A fewer reviewers are required as opposed to the other methods of evaluations. However, we noted that due to the urgency a number of “scholastic” principles are violated.
- Largely most effective way that should be adopted by M&E Units in Governments. Due to their busy schedules, undertaking rapid reviews allows for quicker outcomes in a shorter time frame.

# Pictorial

  
 THE REPUBLIC OF UGANDA  
**KASESE DISTRICT LOCAL GOVERNMENT**  
**REVENUE COLLECTOR'S GENERAL RECEIPT** Date: 16/9/2019

No. C **30485** Station: Napakyimbura Voucher No. 5/9

Received from Kasese District Local Government

Amount in words Eighty nine Million, thirty thousand  
 Being Six hundred thirty one only.

Description: 20% UWA funds for the last  
of two financial years release.

payment 89,030,631= Signature of the Accounting Officer [Signature]


Cash/Cheque 89,030,631= Title: CAA

Head \_\_\_\_\_  
 Code \_\_\_\_\_

N.B Original to be issued to payer  
 Triplicate to be retained in the book

Duplicate to be submitted to Town Headquarters  
**INDELIBLE INK PENCILS TO BE USED ONLY**

**DNRO's OFFICE**  
 Tel: +256 772 997 158  
 Email: [naturalresources@kasese.go.ug](mailto:naturalresources@kasese.go.ug)  
 Website: [www.kasese.go.ug](http://www.kasese.go.ug)

  
**KASESE DISTRICT LOCAL GOVERNMENT**  
 P. O. BOX 250,  
 KASESE  
 UGANDA  
 Date: 30<sup>th</sup> September 2019

In any correspondence on this subject please quote..

The Chief Administrative Officer  
 Kasese District

Thru: The District Finance Officer  
 Kasese

*Handwritten:* HOF  
 Pressed on 106.403.842 on per  
 forwarded for [Signature] 30/9/2019

**REQUEST FOR TRANSFER OF UGX106,403,842 REVENUE SHARING FUNDS TO  
 SUB COUNTIES ADJACENT RWENZORI MOUNTAINS NATIONAL PARK**

As you are aware the district is supporting strategic community projects under the revenue sharing scheme in frontline Sub County communities that neighbour with Rwenzori Mountains National Park. These are strategic interventions address problem animal management, conservation related issues and livelihood improvement.

As part of the strategy for successful implementation, I hereby request for transfer of shillings one hundred six million four hundred three thousand eight hundred forty two only to the listed sub counties.

LLG	Account detail	Amount
✓ Kitholhu -	658397 UWA 2019	8,110,508 ✓
✓ Ihandiro -	658400 UWA 2019	6,266,384 ✓
✓ Munkunyu -	658393 UWA 2019	5,530,706 ✓
✓ Kisinga -	658389 UWA 2019	11,529,872 ✓
✓ Kyondo -	658394 UWA 2019	7,593,828 ✓
✓ Kyarumba -	658402 UWA 2019	8,627,414 ✓
✓ Kilembe -	658382 UWA 2019	8,624,106 ✓
✓ Rukoki -	658404 UWA 2019	4,675,278 ✓

*Handwritten:* Validated for [Signature] 18/9/2019

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 281501

# Pictorial





# THE NATIONAL EVALUATION SEMINAR



***Questions?  
Comments!!  
Contributions###***



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**TWENDE MBELE**

