



Office of the Prime Minister



**PARLIAMENT**  
OF THE REPUBLIC OF UGANDA



**EPRC**  
ECONOMIC POLICY RESEARCH CENTRE

**Sedi**

STRENGTHENING  
EVIDENCE USE FOR  
DEVELOPMENT  
IMPACT



**TWENDE MBELE**

**clear**  
Centers for Learning on Evaluation and Results  
ANGLOPHONE AFRICA

# *Uganda M&E Webinar – Country Achievements & Learnings*

by

**Office of the Prime Minister**



14:00 EAT



<https://opm.go.ug/>  
[@OPMUganda](https://twitter.com/OPMUganda)

30 June 2021

# House Rules

- Keep yourselves muted at all times.
- Keep your videos off at all times.
- Questions are welcomed, either type them to chat box below during the course of the presentations, or put your hand up during the questions and answers session, where you will be asked unmute yourself to pose your question/s using the audio function.
- Please note, the webinar is being recorded and the recording will be posted on the relevant partner websites.

# Moderator & Speakers

## Moderator



**Ms Menon Radhika**  
Lead, Evidence Use Hub  
Oxford Policy Management

## Speakers



**Mr Timothy Lubanga**  
Commissioner M&E/CG  
Office of the Prime Minister



**Mr Gonzaga Mayanja**  
Commissioner M&E/LG  
Office of the Prime Minister



**Dr. Madina Guloba**  
Senior Research Fellow  
Economic Policy Research Centre



**Ms. Josephine Watera**  
Assistant Director M&E  
Parliament of Uganda



**Mr Mathew Lubuulwa**  
President  
Uganda Evaluation Association



*Office of the Prime Minister*



# **Uganda M&E Webinar – Country Achievements and Learnings at Central Government Level**

**Presented by**

**Mr. Timothy Lubanga**

*Commissioner Monitoring and Evaluation - CG*

*Office of the Prime Minister*

**Wednesday: 30<sup>th</sup> June, 2021**

# Presentation Outline

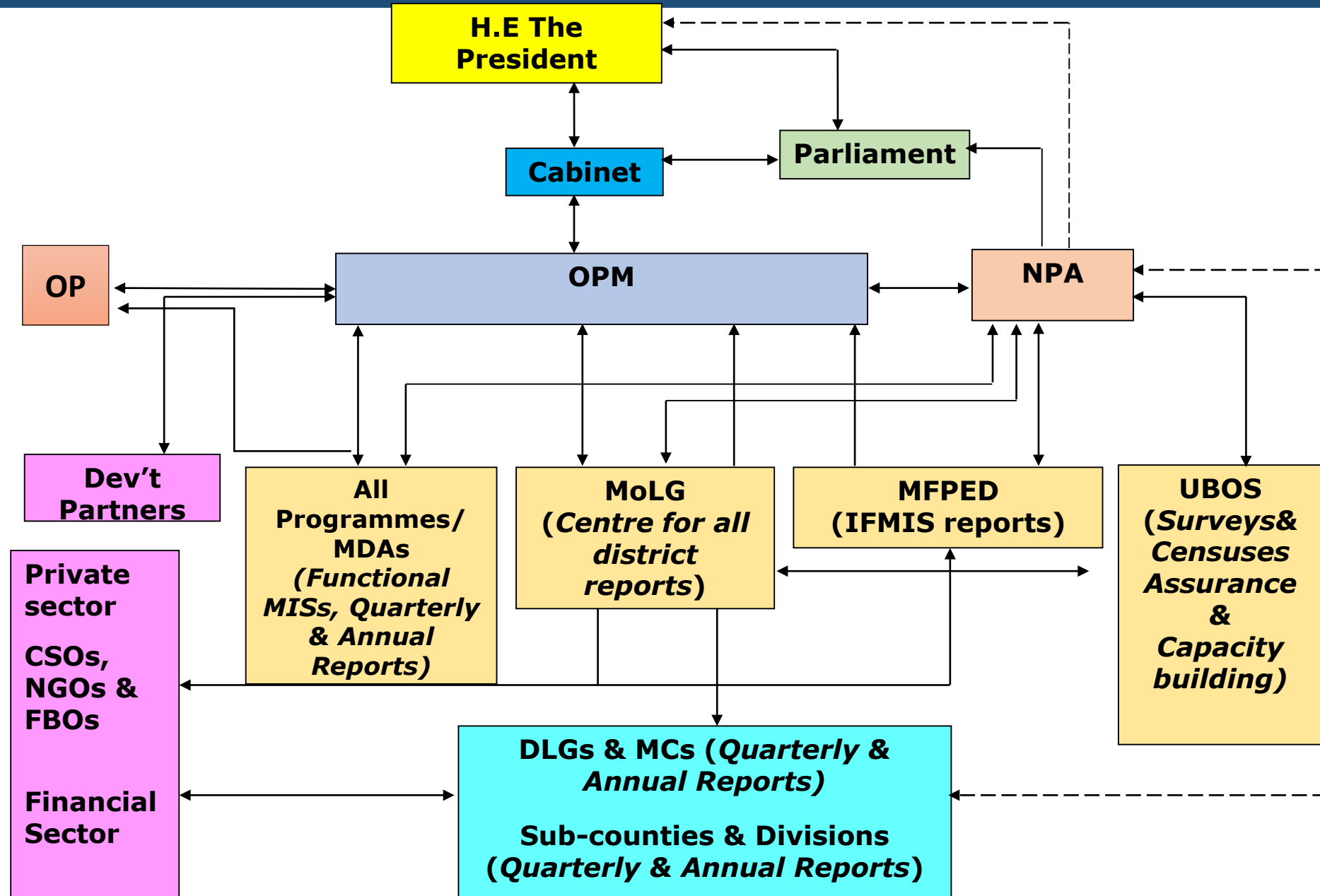


1. Background and M&E System
  
1. Key M&E Achievements
  - Success of Performance Reviews
2. M&E Influence Pathway
3. Drawbacks of Performance Reviews
4. Efforts/Reforms to Strengthen and Enforce M&E

# 1. Background

- Constitutional, legal and policy Provisions - Article 108A, PFMA, etc
  - i. National Integrated Monitoring and Evaluation Strategy (NIMES), 2004.
  - ii. Public Sector Policy on Monitoring and Evaluation in 2013.
  - iii. Scope of the M&E assessment :
    - ❖ Financial performance
    - ❖ Physical progress at outcome and output level
    - ❖ Performance of projects (Loans, Grants and GoU funded)
    - ❖ Progress on specific commitments in the ruling party manifesto
    - ❖ Progress of Sustainable Development Goals
    - ❖ Evaluations (Formative, Process, Impact)

# National M&E system



## 2. Key M&E Achievements

- A. **10 Half-Annual and Annual** assessments which have,
  - i. *Policy and programming in subsequent years*
  - ii. *Informed Cabinet decision making*
  - iii. *Budget allocations (the retreated is followed by Budget Conference).*
  - iv. *Development Partners have also used the M&E results results to inform programming.*
  
- B. Developed Capacity of MDAs in M&E with Partners; Twende Mbele, 3ie, CLEAR, EU, WB, among others
  
- C. Introduction of online M&E reporting mechanisms and harmonization of reporting timelines and tools (PFM Act 2015)

# Successes of Performance Reviews

- Incorporation of recommendations in the planning and budgeting cycle
- Increasing demand for evidence driven by political will.
- Culture for evidence use is improving with the new programme approach of NDP III.
- Government – wide engagement.
- Collaboration with Parliament, CSOs, UBOS, NPA, OP e.t.c.
- Increasingly investing in its M&E infrastructure

## 2. Key M&E Achievements

D. M&E Policy operational Plan 2015

E. Development of an Integrated National M&E System

F. Government Evaluation Facility

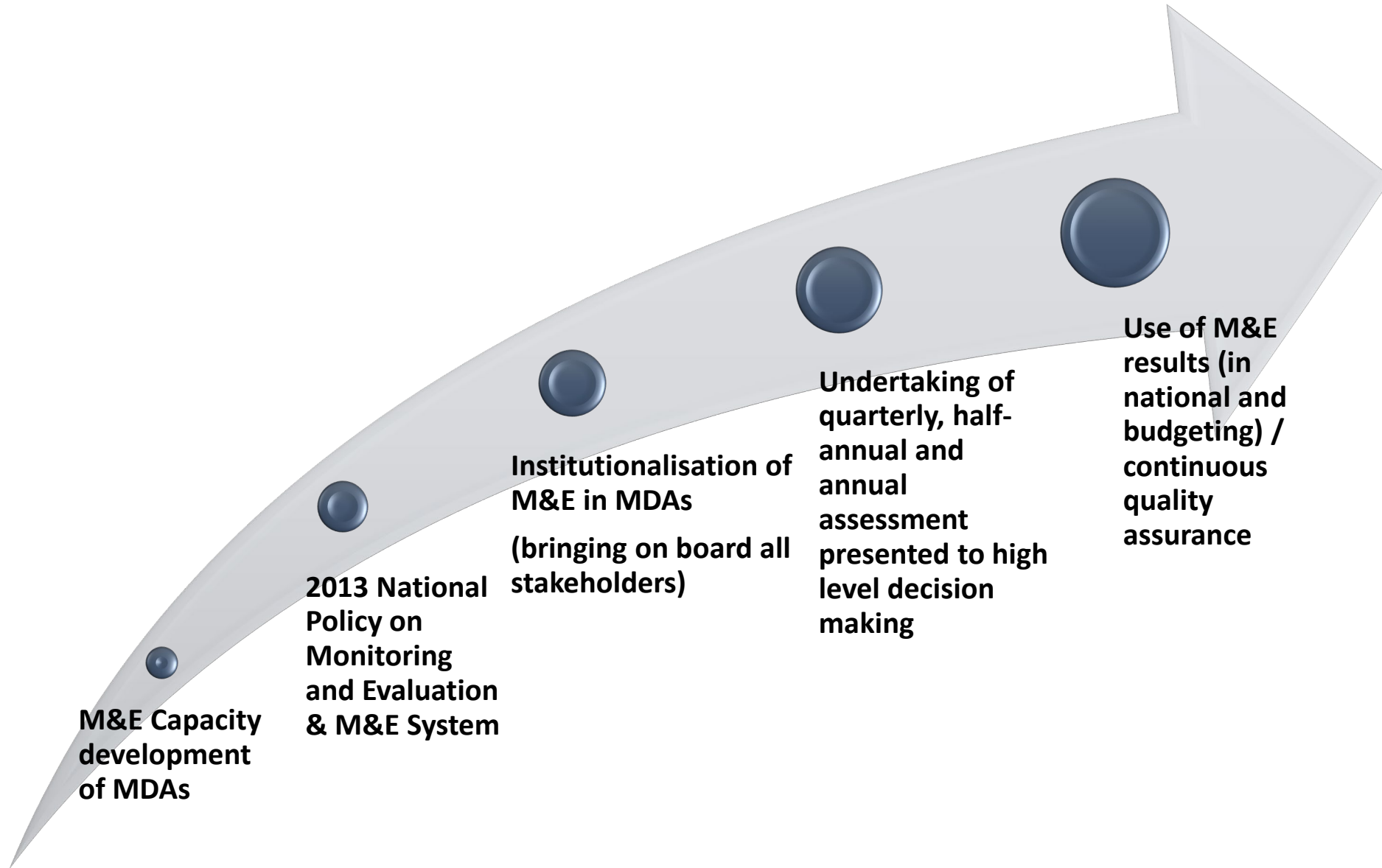
- Agenda
- Committee
- Fund
- Guidelines and Standards

**48 Evaluations with varying degrees of influence**

### 3. Drawbacks of Performance Reviews

- i. Data quality
- ii. Delays in reporting (inadequate adherence to reporting timelines)
- iii. Limited automation across government (especially for administrative data)
- iv. Inadequate resources (human and financial) – most funding towards M&E has been donor driven

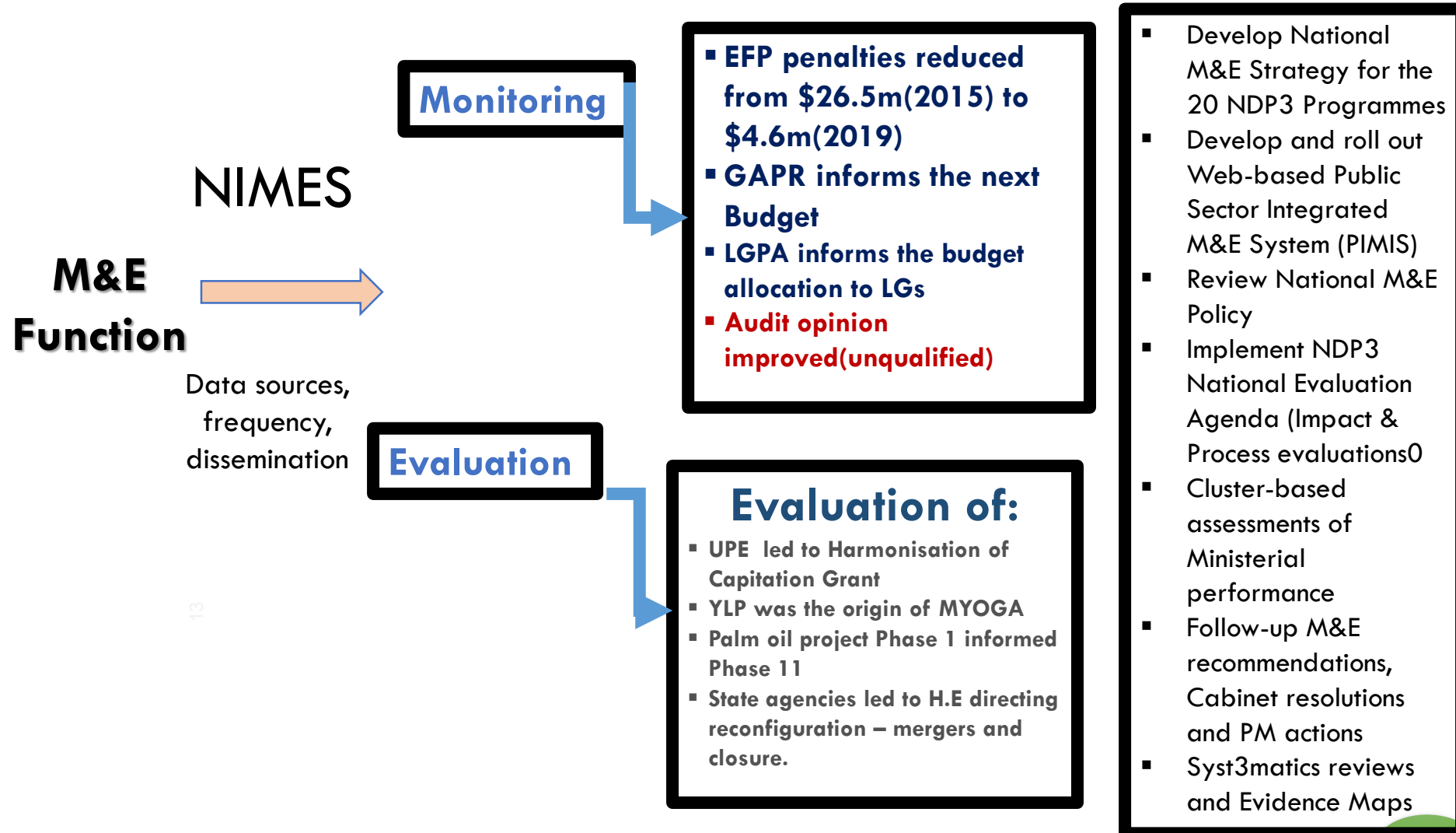
# 4. M&E influence Path





## Key Products & Results

## Future outlook

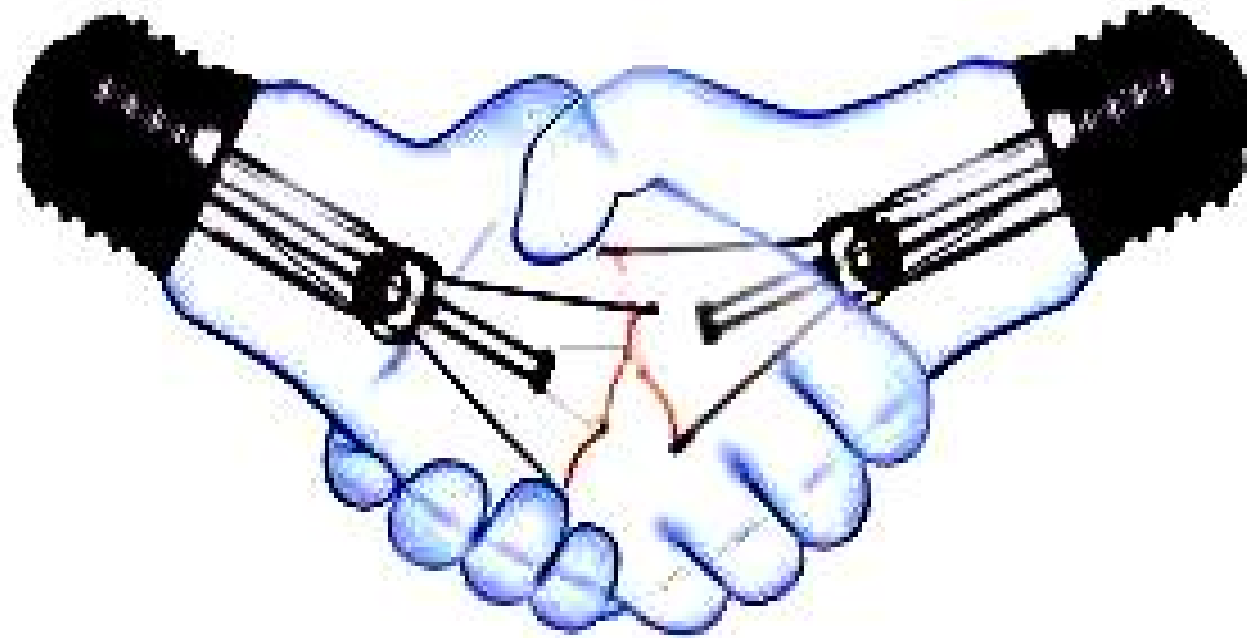


12

## 4. Efforts/Reforms to strengthen M&E under NDP III

- ✓ National Secretariat for implementation of NDP III and related reforms
- ✓ Gov't- wide – programme approach to increase coordination, better results tracking
- ✓ Re-organization of Strategy is in final stages to align to NDP III programme approach
  - ❖ *building effectiveness and efficiency in coordination of Govt-Wide M&E system.*
- ✓ Strengthening of programme secretariats
  - ❖ *Each secretariat will have designated M&E expert and so should each Vote.*
- ✓ Preparation of the Evaluation Agenda 2020/21-2024/25

*I Thank You*





# **UGANDA M&E WEBINAR-COUNTRY ACHIEVEMENTS & LEARNINGS**

**“Monitoring and Evaluation of Local Governments in Uganda”**

**Mayanja Gonzaga**  
**Commissioner M&E-LGs/OPM**

**30<sup>TH</sup> June, 2021**





# Outline:

- **Introduction**
- **M&E Initiatives in Local Governments**
- **Achievements in the last 2 years**
- **Lessons Learnt**
- **Implications of Lessons Learnt for Future Work**



# Introduction:



- The Constitution of the Republic of Uganda and the LG Act Cap 243 mandates Local Governments to deliver a wider range of services to citizens. LGs therefore require effective systems, processes and resources (human, capital, financial etc.) to perform the above mandate.
- Government embarked on reforms to enable LGs effectively deliver services to the citizens by ensuring improved staffing levels, enhanced local revenue generation capacities, inspection and monitoring and enhanced accountability to citizens.
- A number of initiatives are therefore in place to ensure effective monitoring and evaluation of Government programmes and projects in Local Governments by strengthening;
  - ✓ Central Government oversight and support;
  - ✓ Capacity of Local Governments in the management of services; and
  - ✓ Service delivery performance at the facility level like schools and HCs.



# M&E Initiatives in Local Governments:



- Since 2009, Government came up with initiatives and reforms to monitor and evaluate LGs coordinated by Office of the Prime Minister; among which include;
  - 1) **The annual Local Government Performance Assessment** – Conducted by hired independent firms. It serves two purposes;
    - ✓ identify and address basic safeguards and core blockages to service delivery and
    - ✓ incentivize improved management and delivery of services at Local Government level.
  - 2) **Barazas** - Since 2009, Barazas have been implemented in all Districts and in over 1,000 Sub-counties in the Country. These are Citizens' Advocacy Fora that bring together stakeholders from Central Government, Local Government, Development partners, the CSOs and the local community mainly to share public information so as to develop corrective measures to challenges & issues that affect their livelihood.
  - 3) **The Quarterly Monitoring Visits and Development Partner Missions to Local Governments** – facilitate timely implementation of key projects especially in Health, Education and Water.



# Achievements in the last 2 years:



## 1) The annual Local Government Performance Assessment:

- ✓ Improvement in the average performance of LGs in terms of systems, processes and service delivery improved from 56% in FY 2017/18 to 68% in FY 2019/20
- ✓ Following the development and implementation of Performance Improvement Plans by MoLG, some LGs tremendously improved their performance. For example Bugiri District which was ranked 91 in the 2017/18 and 18 in 2018/19 assessments improved to 2<sup>nd</sup> in the 2019/20 assessment.
- ✓ More resources have been advanced to LGs based on their performance. The LGPA results impact on the percentage of the development grants allocated to each LGs.

## 2) Barazas:

- ✓ The program has fostered good governance through transparency and open accountability (i.e; Uganda's corruption index has reduced from 150 before Barazas began in 2009 to 27 in 2020).
- ✓ A number of development policy reviews have been influenced through Barazas including redesign of Public Sector Organizations.



# Achievements in the last 2 years:



- ✓ Barazas have enhanced public program ownership by the beneficiary local community.
- ✓ The program is gradually mitigating the gap that was being faced in the popularization and mainstreaming of SDGs in the LGs.(i.e strengthening planning, awareness, and PMEs, leaving no one behind)

## **3) The Quarterly Monitoring Visits and Development Partner Missions to Local Governments:**

- ✓ Conducted on a quarterly basis in front line service delivery sectors of Health, Education, Water and Agriculture(new addition).
- ✓ Help to track progress on development of a number of infrastructure projects such as seed secondary schools, up grade of HCIIIs to HC IIIs among others.



# Lessons Learnt: What Worked?



## 1) The annual Local Government Performance Assessment:

- ✓ **Use of Independent Firms.** During the on spot checks, LGs ranked the assessors' professionalism on a scale of 1-5 where 5 was the best, 97% of the LGs ranked the teams' professionalism at 4 and above (very good).
- ✓ **Use of the Assessment Results.** Results have been used by MoFPED in allocation of development grants for Health, Education and Water and MoLG to develop PIPs. This has incentivized improvement in performance.
- ✓ **Revised Framework.** New service delivery indicators and areas of assessment like Micro-Scale Irrigation have been brought on board to make the assessment more comprehensive.

## 2) Barazas:

- ✓ Very high interest and demand for Barazas and passionate participation from the communities & all stakeholders
- ✓ Partnerships with Development Partners has increased coverage of the Programme like in the DINU LGs.

## 3) The Quarterly Monitoring Visits and Development Partner Missions to Local Governments: have accelerated timely implementation of projects in LGs.



# Lessons Learnt: What didn't Work?



## 1) The annual Local Government Performance Assessment:

- ✓ **Inadequate dissemination of the Manual and Reports.** Due to budget constraints and COVID-19 restrictions, dissemination of the Manual and reports is done on zoom which is less effective.
- ✓ **Inadequate provision of Support to LGs by Line MDAs.** Late and sometimes none issuance of sector guidelines to LGs.
- ✓ **Inadequate preparations by some LGs.** Some LGs appeared not prepared for the assessment and thus did not have the required evidence for the assessment.

## 2) Barazas:

- ✓ **Inadequate follow up of the Baraza Actions and Recommendations.** Due to budget constraints, some Baraza actions are not implemented by LGs and follow up is still inadequate.

## 3) The Quarterly Monitoring Visits and Development Partner Missions to Local Governments:

- ✓ **COVID19 restrictions** have limited movement of people from one place to another thus affecting monitoring activities.



# Implications of Lessons Learnt for Future Work:



- ✓ **Adequate budget:** To undertake the Assessment, Barazas, adequately disseminate the results and follow up actions.
- ✓ **Timely procurement:** To ensure timely implementation of the assessment exercise and dissemination of results.
- ✓ **Timely dissemination and orientation** of Local Governments on the Manual for better preparations.
- ✓ Line Ministries should provide **timely support and guidance to LGs** to enhance their performance.
- ✓ LGs should be **supported to recruit the critical staff** especially Heads of Departments since some fail to attract.
- ✓ **Partnerships:** Working with Development Partners like Twende-Mbele, World Bank and 3ie supplements Government effort.



# A Baraza Meeting in Kanungu District in 2018:



# Question & Answer Session During a Baraza Meeting:





Clarifications?

**Thank you!**



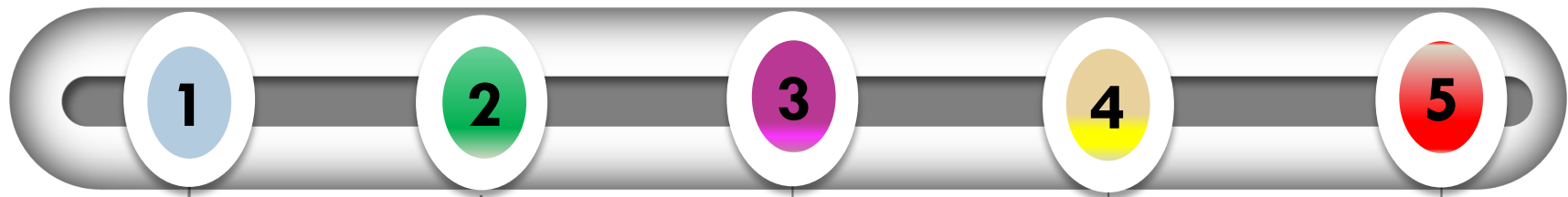
# Uganda M & E Webinar

## External Partner's Experience

### ROLE OF RESEARCH

Madina M. Guloba, PhD

June 30, 2021



1

2

3

4

5

**Role of research**

**Achievements**

**Lessons learnt**

**Impact of M & E Dept.**

**Floor reactions**

# Our role in the M & E space

30

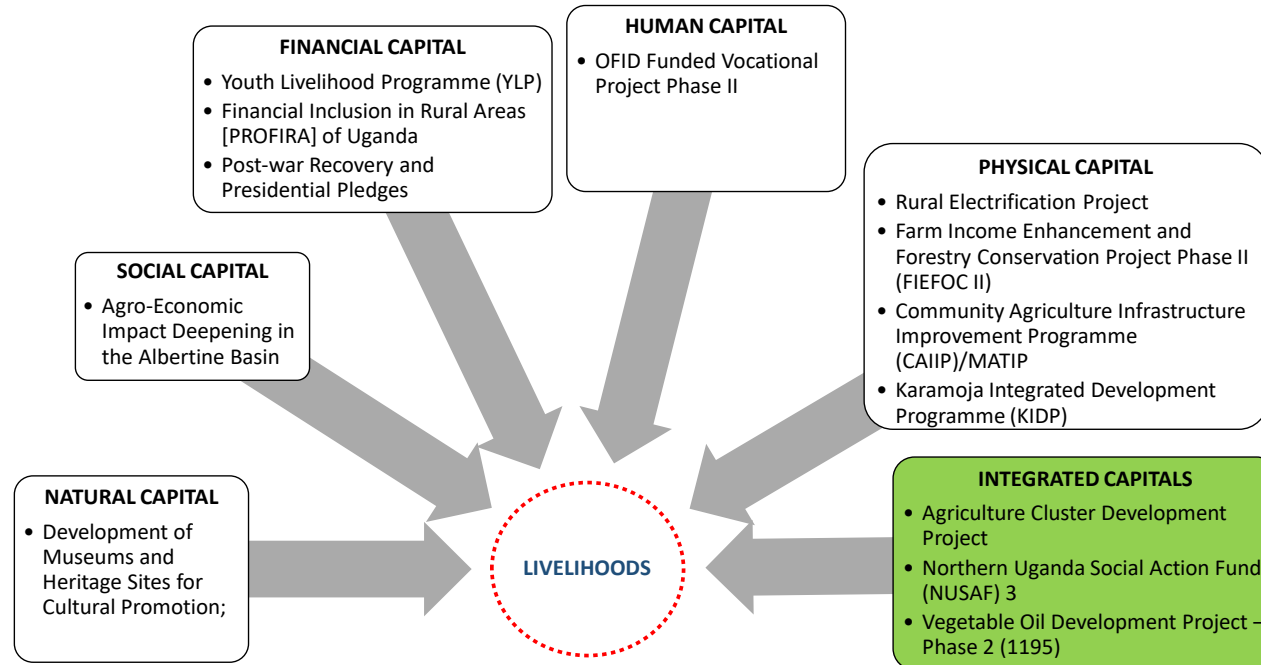
- EPRC aims to provide evidence-based research to guide policy implementation processes.
- On the Evaluation Sub Committee and the NWG-M &E, EPRC represents research and academia.
  - ▣ Provide technical input to other works from partners
- Work with various Ministries Departments & Agencies (MDAs) to evaluate on-going and already concluded programmes.

# Achievement(1)

Assessment of sustainable livelihood programmes in Uganda.

-This was a process evaluation.

**Figure : Summary of sampled livelihood interventions**



## Achievement (2)

32

- Technical input, examples
  - ▣ NUSAF 3
  - ▣ INCLUDE project\_ Creating productive and decent work for youth and women through Agro-industrialisation
    - Barazas
    - Stakeholder mapping to influence programme findings with for action
  - ▣ Strengthening Evidence Development for Impact (SEDI) use

# Lessons learnt in the process

33

- Engagement process.
  - ▣ Timing matters.
  - ▣ Programme design matter for evidence uptake after evaluations.
- Understand the operating environment.
- Trust once established, strengthens relations over time once activities are well done.
  - ▣ These trusted relations are key while working with government.
- Evidence use is seen more as reporting avenue.
  - ▣ This should go beyond follow up to see critical actions. Need to invest in the “SO WHAT?” after generating evidence.
  - ▣ Engaging with decision makers to ensure uptake is vital.
- M & E Dept. needs to move beyond process evaluations to have more rigour in implementation and programme designs.
  - ▣ OPM needs to hold MDAs more accountable during the design phases of interventions.

# Impact of the OPM's M&E Dept.

34

- Convening power in M & E in Uganda
- Conducting M & E on government programmes to inform government.
- Recognizes/leverages on the role and strengths of research partners to contribute their mandate

**Thank You**



# Uganda M and E Webinar: Country Achievements and Learning

Josephine Watera  
Assistant Director, Monitoring and Evaluation  
Parliament of Uganda



# Background of M and E in Parliament

- + Parliaments provide a forum for the articulations of public opinion, a transmission mechanism for feedback to the executive on the public policy and a means by which government can explain and communicate its actions.
- + With international focus on improving governance institutions and country systems, it is increasingly important that legislatures must now play a vibrant role in ensuring that elected MPs respond to evolving citizen expectations informed by data (Paris Declaration 2005, Accra Agenda for Action, 2008 and Busan Declaration, 2011 and SDG-16, 2015).
- + The 1995 Constitution stipulates that one of the fundamental functions of Parliament is to scrutinize Government policy and administration through monitoring the implementation of Government programmes and projects

# Constitutional Mandate of Uganda Parliament

## Representation

### Article 78

- Represent the will and voice of citizens.

## Oversight

### Articles 159, 163, 196

- Hold to account the Executive for its actions and indecisions.

## Legislation

### Article 79

- Enactment and review of legislation

## Appropriation

### Article 155

- The power over the "purse"

# Parliament's mandate in Evaluation-scenario

Parliament facilitates demand driven evaluation and accelerates supply by:

- + Initiating or commissioning evaluations
- + Conducting independent evaluations (Research Dept)
- + Disseminating own and other evaluations findings
- + Making/changing policy decisions on the basis of evaluation findings and lessons learned.
- + Keeping MDAs accountable by demanding for evaluations from them for programmes implemented
- + Monitoring implementation and adherence to Evaluation Policy, Guidelines and Standards.

# Uganda Parliament in the Evaluation Eco-System

- + Within the national evaluation system of Uganda, the National Monitoring and Evaluation Policy in section 6.1.3 delineates three key responsibilities for Parliament:
  - + Scrutinise various objects of expenditure and the sums to be spent on each;
  - + Assure transparency and accountability in the application of public funds; and
  - + Monitor the implementation of Government programmes and projects

# Parliament and M and E System

- + Three ways in which M&E manifests in the Uganda legislative environment and how this enhances the NES:
  - + Demanding high-quality evaluations from departments in conducting their oversight function;
  - + Leading evaluation efforts, especially for areas that are transversal in nature;
  - + Initiate self-assessments that not only assist in building an evaluative culture within legislatures but also give insights into the attainment of national goals as a result of the legislature's actions.
- + These three areas interact and reinforce each other.
- + The National Evaluation Systems (NES) guide how evaluations are selected, implemented and used.

# Structures for NES system within Uganda Parliament

- + In practice there are several sources of evaluations:
  - + Internal production by the Parliamentary Research Service (PRS), Parliamentary Budget Office (PBO) and monitoring and evaluation units .
  - + External production, either by the Government Evaluation Facility (GEF) under the Office of the Prime Minister (OPM), by sector ministries or by third parties such as civil society organisations.

# Lessons

- + Limited time to consider or follow the evaluation cycle given the nature of parliament business.
- + Proper alignment of evaluations and parliamentary calendar.
- + Parliament should build more collaborations and networks to facilitate use of evaluations for example with CSO, Professional bodies, research bodies, among others.
- + Difficulty in agreeing on areas to evaluate and divergence in interests.
- + It is increasingly important that legislatures must now play a vibrant role in ensuring that elected MPs respond to evolving citizen expectations informed by data
- + Parliament allocate resources for evaluation purposes.



# Monitoring and Evaluation in Uganda: Country Achievements and Learning

---

MATTHEW LUBUULWA

PRESIDENT - UGANDA EVALUATION ASSOCIATION

30<sup>TH</sup> JUNE 2021

# Outline

---

- The UEA
- Situation analysis
- Partnership with OPM in professionalising M&E
- Other contributions by UEA
- Achievements, Bottlenecks and Lessons learnt
- Moving forward

# Situation analysis

---

- In 1990s there were few evaluations undertaken in Uganda  
Mostly donor initiated, funded and implemented
- Findings were primarily used for accountability purposes
- Inadequate knowledge and skills among practitioners – poor quality products, challenges of ethics and integrity
- Absence of a professional network
- Evaluation not recognised as a respectable profession

# About Uganda Evaluation Association



1. Established in 2002 as a National Chapter of AFREA and incorporated as a company limited by guarantee in 2014

---

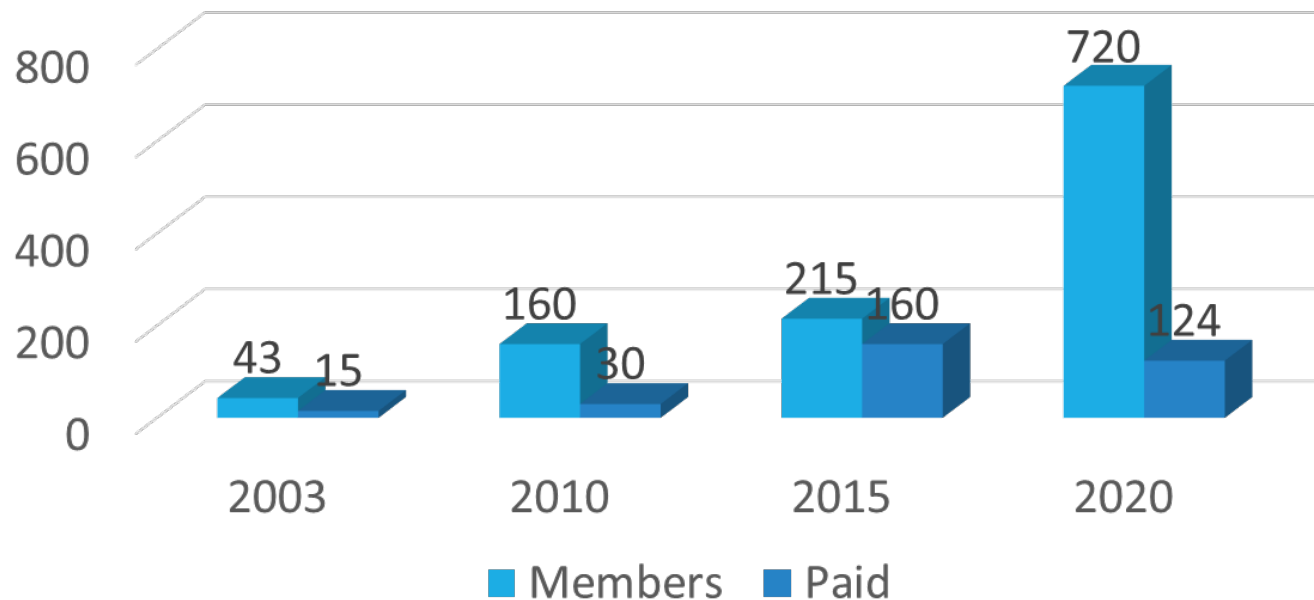
2. The Mission is **To promote the practice, use, quality and ethics of M&E**
3. The Objectives of the association are among others to;
  - Build the capacity of evaluators through trainings, skills exchange and other avenues
  - Build a national network to facilitate sharing and exchange of up to date literature, methods, procedures and practical evaluation frameworks
  - Promote professionalism by defining standards and guidelines
  - Initiate an inter-exchange scheme for Regional and international exchanges
  - Support Global networking and collaboration for the association and its members
  - Foster links between CSOs, Government, Academia and the Private sector
4. The UEA is governed by a democratically elected Executive Committee with representation from Government, NGOs/CSOs, YEEs, and Academia for a two year term
5. Aggregate membership for both paid and non-paid ups has grown from 160 in 2010 to 1200 in 2021

# Membership growth

- Two categories: Full membership and Young and Emerging Evaluators (YEEs)



UEA Membership 2003-2020



- Over 1200 members on mailing lists in 2021
- Slowed growth in paid up members due to COVID 19 that limited activities

# Partnership with OPM in Professionalizing M&E

- The Objective of the partnership is to promote the M&E practice and use of evidence
- OPM and UEA execute joint M&E activities in the partnership
- They include;
  - ✓ Annual Uganda Evaluation Week
  - ✓ Development and popularizing the Uganda Evaluation Standards
  - ✓ Local and International webinars to create awareness and showcase Uganda
  - ✓ Bring on board partners to support and fund activities aimed at promoting evaluation
- The future of the partnership between OPM and UEA under the draft MoU 2020
- Other partnership other than with OPM – GIZ, UMI, UCU, UMU, UTAMU, IUEA and Makerere

# Other Contributions by UEA

---

1. Monthly National Evaluation Talks
  - Share up to date literature and resources
  - Networking among evaluation practitioners and emerging evaluators
2. Quarterly practical trainings
  - Enhance knowledge and awareness
  - Bridge the gap between theory and practice
3. Promotion of the Young and Emerging Evaluators
  - Creation of a separate community of YEEs – promote inclusiveness
  - Establishment of University Chapters
4. Building an Evaluation Practitioners' database – in progress
  - Stock taking and profiling all evaluators in the country

# Achievements/Lessons

---

- Shared goals among members from partners institutions
- Professional growth and larger membership (Public sector at both central and LGs)
- Tangible benefits e.g. capacity enhancement through Evaluation Week/trainings
- Learning/work opportunities from evaluation consultancies and permanent jobs in MDAs especially on Public Investments
- Communication and networking with wider community of practice and community evaluators through *Barazas*

# Bottlenecks

- MoU with UEA pending for a long time

---

- Nationally, limited appreciation of evaluation as a profession including government departments
- The benefits and incentives of belonging to an evaluation association not adequately marketed by OPM through the opportunities such as consultancies and job placements
- Inadequate networking locally to popularize evaluation findings, methodologies and domestication of evaluation standards
- COVID 19 caused postponement of evaluation week, and budget cuts

# Moving forward

- ✓ Strengthen partnership with OPM as stipulated in the MoU
- ✓ Publicise evaluation profession, evaluation standards and the Association through ToRs for jobs, consultancies and activities
- ✓ Actively and regularly participate in information sharing through UEA platforms including NETS, capacity building sessions
- ✓ Adopt Use of technology in disseminating evaluation findings including social media
- ✓ Provide slots for UEA/YEEs in capacity development programme organised by OPM to enhance performance
- ✓ Review the 2013 Public Sector M&E policy and pursue the M&E law envisaged in the policy
- ✓ Domesticating M&E cadres across MDAs



# THANK YOU

---



Office of the Prime Minister



PARLIAMENT  
OF THE REPUBLIC OF UGANDA



EPRC  
ECONOMIC POLICY RESEARCH CENTRE

Sedi

STRENGTHENING  
EVIDENCE USE FOR  
DEVELOPMENT  
IMPACT



TWEDE MBELE

clear  
Centers for Learning on Evaluation and Results  
ANGLOPHONE AFRICA

# *Questions*

# *&*

# *Answer*

14:00 EAT



<https://opm.go.ug/>  
@OPMUganda

30 June 2021