



**NATIONAL INTEGRATED MONITORING AND
EVALUATION STRATEGY (NIMES)**

**FY2007-08 BI-ANNUAL
IMPLEMENTATION PROGRESS REPORT**

**REPORTING PERIOD
JULY – DECEMBER 2007**

**Prepared by NIMES Secretariat, Office of Prime Minister
February 2008**

NATIONAL MECHANISM FOR MONITORING & EVALUATION IN UGANDA

What is Monitoring and Evaluation?

Central to the realization of Uganda's development objectives has been the increased emphasis on reforms that are meant to increase the efficiency and effectiveness of public service delivery, enhanced results orientation and the use of evidence to guide the prioritization of scarce public resources. The availability of timely, relevant and robust evidence of development effectiveness, and the knowledge of what works, what doesn't and why is central to this. Monitoring and evaluation are complementary functions that serve this purpose.

What is the National M&E Framework?

In 2003, the Cabinet approved a coordination framework to ensure that all government programmes are monitored and evaluated in a rational and synchronized manner. The framework outlines a system of information generation, coordination and use both vertically (district-sector-national) and horizontally (within and between districts and sectors). This system is supported by the national statistical system and the national spatial data infrastructure, and ultimately responds to the government's intended goals and policy objectives, as laid out in national policy frameworks.

What is the National M&E Strategy (NIMES)?

This framework is supported by a National Integrated Monitoring and Evaluation Strategy, or the NIMES. NIMES' aim is to identify the bottlenecks to information flow within the system and to address these through specific actions. The overall aim of NIMES is to encourage, facilitate and promulgate the use of M&E information in policy making and resource allocation throughout all levels of government in Uganda.

Through an initial diagnosis, NIMES is focused on three main areas: enhancing the policy environment for M&E usage, strengthening M&E skills throughout the Government, and developing the physical infrastructure necessary to support the demands for M&E information. In doing so, NIMES aims to build on the strengths of the poverty monitoring strategy, the Uganda Bureau of Statistics schedule of censuses and surveys, the established Sector Working Group mechanism, and other reform processes to improve the harmonization of information flow as a foundation for evidence-based and results-oriented national decision making.

Who is responsible for what?

As a national strategy, NIMES is the responsibility of all MDAs of government. The National M&E Working Group (NM&E-WG) was established in 2006 to govern and implement NIMES. The WG draws its membership from across Government, Civil Society and Development Partners. The WG is composed of sub-working groups, each defined to address specific bottlenecks or issues identified as areas that need addressing for the national M&E system to function better¹.

The secretariat of the NIMES and the NM&E-WG is located in the Department of Coordination and Monitoring at the Office of the Prime Minister (OPM).

¹ For further information on the National M&E Working Group, please email the secretariat at: zssali@opm.go.ug

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SUMMARY OF REPORT

Introduction

The FY2007/08 first bi-annual report of the implementation of the national integrated monitoring and evaluation strategy (NIMES) covers performance during the first two quarters of the financial year, the period July to December 2007. It also provides the work plan for the second two quarters, the period January to June 2008.

This report is the second in the production of biannual reports on NIMES implementation. It is intended to inform stakeholders within government, the key development partners financing NIMES, and other stakeholders of the progress, challenges and plans in implementing the strategy.

NIMES Implementation during the period has been possible through financial support from the African Development Bank (AfDB), UK Department for International Development (DFID), Irish Aid and the World Bank (WB). In addition, long-term technical advisory support has been provided by the European Union (EU) and DFID. In addition, the Austrian Government has pledged support for activities during the third and fourth quarters.

Achievements during the period

Considerable progress has been made in implementing NIMES during the first half of FY2007/08. The following key actions and outputs have been produced under the following outcome areas:

Outcome 1: Intra-governmental coordination around M&E strengthened

- Re-established the regular sessions of the National M&E Working Group focusing on reviewing national M&E under the auspices of the 5-year National Development Plan (NDP)
- Drafted a policy note on status of M&E in Uganda as contribution to working paper for the NDP.
- Contributing to the formation of an effective tripartite coalition of MoFPED and NPA and OPM. The coalition has set the direction for, and coordinated the formulation of the NDP through engagement and work under the revision secretariat and steering committee.
- Migration of Public Sector Management component from the NIMES secretariat to the Policy Implementation and Coordination team under Office of the Prime Minister's Department of Coordination and Monitoring. This reflects the progress made in initiating this sector, and the introduction of new staff to enable it to develop independently.

Outcome 2: Policies and mechanisms for evidence-based results management strengthened

- Initiated contracts for assessments of sector results frameworks and associated M&E systems, and identified strategies for improving performance management
- Engaged with MoFPED/budget in restructuring the Budget Framework Paper and associated guidance to better alignment and link budget preparation, expenditure tracking and performance measurement

Outcome 3: Awareness and skills of M&E amongst public servants enhanced

- Hosted the first Managing for Development Results Africa Community of Practice meeting
- Appointment of Chair of Africa COP for NIMES Secretariat chair
- Initiated contract on assessment M&E needs and capacity in public sector

Outcome 4: Reviews and evaluations feeding policy

- Finalized and presented cabinet paper on APIR 2005/06 to positive reaction.
- Completed and disseminated lesson learning study of APIR 2005/06
- Managed contracts to develop an indicator framework for PEAP (97-07) and a documentation centre for PEAP policy, review and evaluation documents
- Formed an effective evaluation committee composed of a sub-set of representatives from the NDP management coalition of NPA, MoFPED and OPM.
- Managed procurement for consultants to conduct PEAP Evaluation and Paris Declaration Evaluation
- Initiated Gender and Productivity survey and discussion on Panel Survey with UBOS and other actors

Outcome 5: Enhanced capacity of NIMES and greater awareness amongst stakeholders

- Recruited three new staff
- Completed finance and operations manual

Issues requiring attention

While progress has been made on a number of fronts, there have also been challenges to implementation during the reporting period, including:

- Delays in procurement of consultants for key activities - notably in outcome areas two and three
- Failure to allocate time to building a training programme for the national M&E working group
- Delay in the final editing and publication of the APIR report

As far as procurement is concerned, the recruitment of a procurement assistant, with time, is expected to help expedite the processes in this challenging area.

Key deliverables planned for Q3 and Q4

Multiple outputs are planned for delivering during Q3&4. The primary focus of resources will be on the management of the two key evaluations – the independent evaluation of the PEAP 1997-2007² and the evaluation of the implementation of the Paris Declaration, and the input to the 5-year National Development Plan. Amongst the outputs to be delivered, the key ones are as follows:

- Completed independent evaluation of the PEAP 1997-2007
- Completed and disseminated evaluation of implementation of Paris Declaration in Uganda
- Coordinating and leading the drafting of the M&E working paper and section of the 5-year National Development Plan
- Completed assessments of sector results frameworks and associated M&E systems, and identified strategies for improving performance management
- Improved the alignment and linkage between budget preparation, expenditure tracking and performance measurement

² It should be noted that in view of the PEAP Evaluation 1997-2007 which will cover performance issues, inter alia, FY2006/07, the APIR will skip this year. The next APIR will be planned to cover FY2007/08 subject to any structural changes under the NDP.

OUTCOME 1: POLICY COORDINATION
Intra-governmental coordination around M&E strengthened

Summary

The implementation of NIMES depends on the coordination of multiple stakeholders within and beyond government. A key vehicle for NIMES implementation is the national monitoring and evaluation working group (NM&E-WG) composed of representatives of all government sectors, NGOs and development partners. The WG has been reestablished and its mandate is to identify and address bottlenecks in the M&E of government, and to share good practices and aid aggregate reporting.

The first two quarters of 2007/08 have also raised new areas for coordination, focusing on the revision of the PEAP and its transformation into a 5-year National Development Plan. The role of monitoring and evaluation within the plan, and its link to results management and institutional coordination are key concerns of the NIMES secretariat and NM&E-WG, and are therefore included in the work plan.

The first two quarters also saw the migration of the Public Sector Management component from the NIMES secretariat to the Policy Implementation and Coordination team under Office of the Prime Minister's Department of Coordination and Monitoring. This reflects the progress made in initiating this sector, and the introduction of new staff to enable it to develop independently. PSM is not part of NIMES, though the backwards and forwards linkages are being emphasized in the Sector strategic plan that is being developed. PSM activities will therefore no longer be reported here.

Table 1. Performance in Policy Coordination (Outcome 1)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
1.1 National M&E Working Group established and active	Drafting the concept note to re-launch the working group	Quarter 1	√	
	Arrange, coordinate and report on meetings of the working group and the sub-working groups (sub-WGs)	Quarter 1	√ X	Sub-WGs not established
	Coordinating the drafting of sub-group work plans and budgets	Quarter 1	X	Sub-WGs not established
	Managing the secretariat to support the activities of the WG and its sub-WGs	Quarters 1&2	√	
1.2 M&E section of the 5-year national development plan	Draft note from OPM/NIMES on status of M&E in Uganda	(not stated)	√	
	Coordinate the national M&E working group to develop a working paper on national M&E to contribute to the PEAP revision	(not stated)	√	Ongoing
	Lead the drafting of the national M&E working paper	(not stated)	√	Ongoing
1.3 Contribute to the coordination and drafting of various sections of the 5-year national development plan	Represent Office of the Prime Minister in the PEAP revision steering committee and secretariat	(not stated)	√	Ongoing
	Draft, with MoFPED and NPA guidance material for working papers	(not stated)	√	
	Lead, with MoFPED and NPA, regional consultations across Uganda to determine priorities for the new plan	(not stated)	√	

Table 1. Performance in Policy Coordination (Outcome 1)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
	Contribute, with MoFPED and NPA, to central level consultations held in Kampala	(not stated)	√	
	Contribute specifically with MoPS in the drafting of the Results and Institutional Coordination WP	(not stated)	√	Ongoing

*Note: Outputs stated in **italics** are new, having been introduced since the last biannual report*

Detail of Progress

Output 1.1 National M&E Working Group established and active

Achievements

- Concept Note drafted
- Four Working Group (WG) meetings held

The WG was re-initiated during the first two quarters, with four meetings held to (i) revise and agree on the WG's terms of reference, (ii) initiate discussions on the focus and membership of the sub-working groups, and (iii) initiate discussions on the WG's contribution to M&E in the revision of the PEAP (new 5-year national development plan). Between 20 and 30 members of the WG attended each of the four meetings, and the total membership of the WG has grown to 57.

Non-achievements

- Sub Working Groups not established

The WG has struggled to initiate the sub-WGs as self-mobilizing entities. The intent behind the sub-WGs is that they address specific dimensions of M&E, generating their own TOR, work plans and budgets. However, the lack of consistent engagement from sufficient members of each designated sub-WG to the meetings has prevented this from occurring. The exception to the rule has been in the area of spatial data infrastructure, where a committee (equivalent to a sub-group) has been established and active with members from UBOS and OPM.

As the WG has moved in the second quarter to discussing M&E under the new 5-year plan, the overall structure of WG will be subject to review. The Secretariat has therefore not pursued the sub-structure, rather will wait for the outcome of deliberations on national M&E coordination under the auspices of the new plan.

Output 1.2 M&E section of the 5-year national development plan

Achievements

- Secretariat produced note on status of M&E in Uganda
- Secretariat produced guideline for sector specific analysis of M&E
- Coordination of Working Group to identify demand and practice of M&E as contribution to overall Working Paper under the 5-year plan

As the Secretariat of the WG, the Prime Minister's Office has taken the lead in contributing to the development of the 5-year national development plan. During the reporting period, this has included drafting a 10-page note on national M&E in Uganda, focusing on strengths and weaknesses of

existing arrangements and practices, and proposals for the new plan. The Secretariat has also convened a brain-storming meeting of the WG at which representatives from different sectors identified the demand, supply and challenges to M&E in their sector. From this, each sector was requested to produce a small note on demand and practice of M&E under their purview, with the aim being to bring these sector notes together as the basis for the overall working paper. The Secretariat developed a guidance note to support the sectors in this.

Non-achievements

- Few sectors responded by deadline with M&E notes

All sectors were requested to produce short notes on M&E demand and practice by the end of Q2. Only three sectors had done so by this time, and the quality of the notes was variable. More effort will be required to work with the sectors in producing these notes if they are to be of use in the overall Working Paper.

Output 1.3 Contribute to the coordination and drafting of various sections of the 5-year national development plan

Achievements

- Full engagement as a member of the tripartite of institutions leading the coordination and drafting of the 5-year NDP (with MoFPED and NPA)
- Full participation in the weekly secretariat and steering committee meetings
- Leading the drafting of the M&E Working Paper and the Northern Uganda and Post Conflict Reconstruction Paper,
- Contributing to the following papers: Results Management and Institution Coordination, Economic Growth and Transformation, Good Governance and Human Security.
- Facilitate, with MoFPED and NPA, regional and central level consultations on the content of the new plan.

The contribution of the Office of the Prime Minister to the PEAP revision process has been extensive during the first two quarters. Some of the engagement has been outside of the auspices of the NIMES, and reflects the core work of the staff of the Department of Coordination and Monitoring. However, the major thrust has been as a tripartite member with MoFPED and NPA to ensure that the plan is developed with a view to determining performance and results and addressing issues of institutional coordination that have been identified as challenges under the current PEAP.

Non-achievements

- The overall progress of the development of the plan, through consultation and the drafting of Working Papers, is behind schedule

The process of developing the new plan has faced a number of logistical and financial hurdles, and is behind the benchmarks set to ensure a plan is in place by the end of the financial year.

OUTCOME 2: FRAMEWORK DEVELOPMENT

Policies and mechanisms for evidence-based results management strengthened

Summary

The second outcome under NIMES reflects the need to enhance the clarity and accuracy of the way in which Government assesses its own performance. The PEAP Results and Policy Matrix represents the top end of this measurement, with over 50 indicators spread across the PEAP pillars. This was measured through the Annual PEAP Implementation Review (APIR).

However, Government performance is much more than just the PEAP indicators, and reflects performance measures down through the individual sectors and at local government level. These indicators reflect specific performance, and focus on implementation and contribution to development results.

The work under this outcome reflects efforts under NIMES to improve the quality and utility of these measures, and ensure that they are closely linked to budgets to increase the ability to determine whether allocations and spending has been in line with intention.

Table 2. outlines the work that has been done during the six month period to address these issues.

Table 2. Performance in Framework Development (Outcome 2)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
2.1 Assessment of state of government results frameworks	Draft TOR – focusing on highlighting the gaps to national (PEAP matrix) and MDA results matrices with a view to improving government performance and accountability	Quarter 2	√	
	Establish review committee of key MDAs (MFPED, UBOS, sectors)	Quarter 2	X	Committee will be formed at the start of the consultancy
	Identify consultant	Quarter 2	√	
	Manage contract	Quarter 2	X	Draft contract submitted to Attorney General for approval
	Disseminate report	Quarter 2	X	Contract will begin in third quarter
2.2 Assessment of two sectors data utilization	Draft TOR – focusing on reviewing the quality of results matrices and data flows from district-sector within two sectors.	Quarter 2	√	
	Utilize committee for previous result area for this result	Quarter 2	X	

Table 2. Performance in Framework Development (Outcome 2)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
	Identify consultant	Quarter 2	X	Difficulty identifying suitable consultants towards year-end despite two calls for proposals
	Manage contract	Quarter 2	X	Call for proposals to be re-started in third quarter
	Disseminate report	Quarter 2	X	Contract will begin in fourth quarter
2.3 All SWGs have been exposed to and discussed results orientation, monitoring and evaluation in the preparation of their 2007/08 BFPs	Identify sectors for piloting budget-result mechanism	Quarter 2	√ X	TOR drafted, consultant expected to be contracted in third quarter
	Review sector BFPs, SIPs and progress of the ROM initiative to determine results, M&E focus and content	Quarters 2 & 3	√	Ongoing
2.4 Strengthen the linkages between the PEAP results and policy matrix and the national databank supported by Uganda Bureau of Statistics (UBOS).	Establish basis for discussions between OPM, UBOS and other related ministries/agencies on linkages between existing MIS	Quarter 1	√	Ongoing
	Establish the sub-working group on information systems management	Quarter 1	X	The sub-working group structure will be reviewed under PEAP evaluation and new 5-year plan development
	Develop work plan	Quarter 2	√ X	TOR drafted, work plan to be outlined in the third quarter
	Implement work plan	Quarter 2	X	Expected to be implemented in the third and fourth quarter
2.5 Creation of a comprehensive Local Government Performance Assessment Framework	Develop TOR for LGPAF and share through the establish M&E sub-group,	Quarter 1	√ X	
	Preparation and Dispatch of RFP	Quarter 1	X	Delayed due to changes in funding available under the grant, and differences in opinion over the focus of the study. Will be initiated in Quarter 3.
	Evaluation of Technical and Financial Proposals	Quarter 2	X	
	Contract Preparation, negotiation and detailing TOR	Quarter 2	X	
Analysis and Discussion of Inception Report	Quarter 2	X		

Detail of Progress

Output 2.1 Assessment of state of government results frameworks

Achievements

- Identification of issues, definition of concept and terms of reference for task
- Management of procurement process to identify suitable consultant to carry out task

The assessment of the state of results frameworks is intended to identify the strengths and weaknesses in the current sector strategic (and investment) plans in terms of results orientation, use of indicators and basis of monitoring and evaluation. Through an analysis of all sector frameworks and mechanisms, guidance will be developed to improve quality, use and standardization.

A consultancy was sought to aid the NIMES secretariat with this task, and during the reporting period a TOR was developed, the Government procurement process followed, and a consultant selected. The consultancy will begin during the third quarter.

Non-achievements

- Consultancy originally planned to be conducted during the second quarter, to coincide with the initiation of the budget process and the development of budget framework papers. With the delay in the BFP process, the consultancy will still be able to draw from and feed into this.

Output 2.2 Assessment of two sectors data utilization

Achievements

- Identification of issues, definition of concept and terms of reference for task

The assessment of two sectors is a complementary piece of work to Output 2.1. Whilst the latter aims to look across all sectors results frameworks and top-end systems, this area of activity seeks to investigate in detail the M&E issues throughout the sector, from the working group, through the MDAs and to the local government level. The aim will be to identify information demand and supply issues throughout each of the sectors, with a clear focus on seeking ways of improving this.

The concept and sectors were identified – two of health, agriculture, education or water – and initial discussions began with these sectors. Potential consultants were identified and approached.

Non-achievements

- Failure to identify available consultants during the window. Consultancy delayed

The second quarter proved to be a difficult period to identify suitable, available consultants and initiate the procurement process. Two calls for consultants were made, with a number of suitable individuals identified, but none of which were available during the quarter. A short list has been identified and will be approached during the third and fourth quarters.

Output: 2.3 All SWGs have been exposed to and discussed results orientation, monitoring and evaluation in the preparation of their 2007/08 BFPs

Achievements

- Engagement with MoFPED/Budget in re-structuring the Budget Framework Paper and associated guidance to link budgets and expenditures to results
- Terms of Reference drafted for consultancy to map the practice and capacity for monitoring across the public sector systems.

The APIR 2005/06, inter alia other reports, identified the disassociation between budget preparation and reporting, and planning and reporting functions across government. Sector and the National Budget Framework Papers, and Budget Performance Reports were structured to report on physical performance separately from financial performance, thus making assessment of the efficiency and effectiveness in the use and effect of resources difficult to determine. Consequently, discussions with MoFPED Directorate of Budget resulted in the restructuring of the BFP format to align outputs and associated indicators and performance targets with budgets. This was developed to be applied in the 2008/09 budget process that was initiated with the Budget Conference in December 2007. The NIMES Secretariat intends to continue to engage with MoFPED/Budget in the orientation of sector officers, and the review and finalization of sector BFPs in the third quarter.

To support this process, work has been initiated to review the practice and capacity of associated monitoring systems that supply data against the performance indicators outlined in sector strategies and hence BFPs. Discussions were held with the potential funding agency, and Terms of Reference have been drawn up for a consultancy to carry out the review.

Non-achievements

- Failure to finalize the identification of sectors for piloting budget-result mechanism

As described above, the work with MoFPED/Budget has sought to roll-out the revised BFP structure across all sectors simultaneously. It was felt critical that the shift take place, and then support is given to address the weaker sectors. Between the study TOR to review the monitoring systems practice and capacity across government, and the work in specific sectors that is being developed (output 2.2), this area will be addressed.

Output 2.4 Strengthen the linkages between the PEAP results and policy matrix and the national databank supported by Uganda Bureau of Statistics (UBOS).

Achievements

- Established basis for discussions between OPM, UBOS and other related ministries/agencies on linkages between existing MIS

Several meetings between UBOS and OPM have been held during the period to discuss working modalities on issues of the supply and demand of data and information, and related systems issues. A permanent committee was proposed, and a draft Terms of Reference drawn up to guide the committee's work. In particular, it has been agreed that the committee will seek to a) Harmonize the PEAP Results and Policy Matrix database and the National Statistical Databank; b) Develop spatial data infrastructure and GIS (It was noted that other institutions from Government would be brought on board especially the Ministry of ICT for harmonisation and setting of standards) and c) the mobilization of Resources for facilitating the previous two objectives.

The committee is expected to agree the TOR and move ahead in developing a schedule, work plan and budget in the third and fourth quarters.

Non-achievements

- Establish the sub-working group on information systems management
- Develop and implement the work plan

As noted previously, the National M&E WG has struggled to initiate the sub-WGs as self-mobilizing entities. In its place the committee on UBOS-OPM issues of data and information management has been proposed and meetings held. The work plan will be developed in the third and fourth quarters.

Output 2.5 Creation of a comprehensive Local Government Performance Assessment Framework

Achievements

- Development of Terms of Reference for the LGPAF study

Local Government performance assessments are crucial for informing and understanding the PEAP implementation. Various reviews over the past few years have shown that there is a number of challenges in the existing systems of monitoring and evaluation of local governments, including multiple overlapping systems, inspection and compliance rather than performance orientation, vertical rather than local accountability, and overly complex response. These existing challenges call for elaboration of a coherent, simple, consolidated and integrated monitoring and assessment system of the LG performance. The objective of the study is to elaborate a coherent system and procedures for assessment of the performance of local governments, taking into account the strengths and weaknesses of the existing multiple systems.

Discussions with MoLG, MoFPED and other key stakeholders have led to the elaboration of Terms of Reference for a consultancy to conduct said study.

Non-achievements

- Procurement of consultant to conduct LGPAF study
- Inception phase of study

The LGPAF study has been subject to debate amongst the key ministries with evolving views over its focus. The funding agent has also expressed differing views on the focus, and consequently the TOR has been amended several times, leading to delay. Towards the end of the second quarter a review of the funder's priorities led to some reallocation of funds, which in turn has affected the allocations across the various components. All these factors have led to a delay in the procurement, that should be initiated during the third quarter.

OUTCOME 3: M&E SKILLS ACROSS GOVERNMENT
Awareness and skills of M&E amongst public servants enhanced

Summary

Enhanced awareness and improved skills in monitoring and evaluation for results across the public sector has been a recognized need over several years. Under NIMES a number of actions have been proposed and planned to address this need. These proposals have sought to target different audiences within the public sector, from a broad range of public servants to those specifically responsible for M&E as encapsulated in the membership of the national M&E working group.

Table 3. provides an overview of progress made over the past two quarters.

Table 3. Performance in M&E skills across Government (Outcome 3)					
Outputs	Planned Activities	Intended	Actual	Explanation for deviation	for
<i>3.1 Coordinating Management for Development Results (MfDR) Africa Community of Practice</i>	Work with MfDR Secretariat at the World Bank in arranging the logistics to host the first Africa meeting in Uganda in December 2007	(not stated)	√		
	Finalize the programme, and organize the Uganda input	(not stated)	√		
	As acting chair, Africa COP, host the meeting, and with MfDR secretariat colleagues, ensure the workshop runs effectively and efficiently	(not stated)	√		
3.2 Develop an M&E training programme that can build on existing government mechanisms to promulgate standardized results orientation, monitoring and evaluation concepts, approaches and tools for use in public sector management	Develop TOR and commission consultant to assess the M&E needs and capacity in the public sector	Quarter 1	√		
3.3 Induction training for the National M&E working group.	Develop concept note, budget and workshop outline for the training	Quarter 1	X	Broader review of training needs in the public sector is planned based on assessment of demand and capacity.	
	Determine and agree facilitators – including from the sector ministries	Quarters 1&2	X		
	Organize facilities, invite participants, manage workshop, produce report and follow-up plan	Quarter 2	X		

*Note: Outputs stated in **italics** are new, having been introduced since the last biannual report*

Detail of Progress

Output 3.1 Coordinating Managing for Development Results (MfDR) Africa Community of Practice

Achievements:

- Coordinating and hosting the first Africa Community of Practice (COP) meeting of the Managing for Development Results (MfDR) initiative
- Assistant Commissioner (Coordinator of NIMES) elected as Chair of Africa COP MfDR

The Managing for Development Results (MfDR) global initiative is a partnership between countries and funding institutions seeking to strengthen national capacity to manage better for results (including quality of frameworks, systems and associated delivery mechanisms), improve the relevance and effectiveness of aid and foster partnerships– sharing experiences and practices. Based on Country Action Plans, Communities of Practice (COP) have been formed as learning networks to promote exchange between public sector managers and other stakeholders within defined regions.

The first meeting of the Africa COP was held in Mukono, Uganda, between December 11-14, 2007. The event was coordinated through the NIMES Secretariat supported by the Secretariat of the MfDR at the World Bank in Washington DC. The meeting brought practitioners from thirteen countries, representatives from the Asia COP, and institutions including the AfDB, CIDA, DfID and WB and focused on defining the roles, structure and commitment to the COP; sharing experiences from the participant countries, and collectively generating action plans. A six month plan for the COP was developed, focusing on taking stock of capacity of members, awareness raising about the COP in member states, broadening membership and identifying potential champions.

In addition, a chair was nominated for the first year. The nominated chair was the Assistant Commissioner, Office of Prime Minister, Uganda. Therefore, Uganda will retain a central role in advancing the COP for MfDR in Africa.

Output 3.2 Develop an M&E training programme that can build on existing government mechanisms to promulgate standardized results orientation, monitoring and evaluation concepts, approaches and tools for use in public sector management

Achievements

- Terms of Reference developed for a consultancy to assess demands and capacity of monitoring and evaluation practice across the public sector as a basis for determining needs
- Consultations with potential training providers carried out

A draft concept note developed during the third and fourth quarters of FY2006/08 revealed the lack of an appraisal of demand and capacity issues in monitoring and evaluation across the public sector in Uganda. Consequently, efforts during Q1 of FY2007/08 have been focused on initiating work to assess the state of practice and needs in the public sector. Terms of Reference have been drawn up to initiate consultancies to determine, separately, issues pertaining to public sector monitoring and evaluation. The products of these initiatives, scheduled for Q3&4 of FY2007/08 will reveal demands, needs and the existing supply of training in Uganda.

Consultations have also been held with potential international training suppliers that have an existing base and experience in Uganda, notably Management Systems International (MSI) who currently provide training to USAID-funded projects through the Monitoring and Evaluation Management Service (MEMS).

Output 3.3 Induction training for the National M&E working group.

Non- achievements

- Design of concept note, budget and workshop outline for training; source facilitators and conduct workshop

No progress was made during Q1&2 in outlining training needs and conducting a training workshop for NM&E-WG members. The proposal to assess demands, capacity and needs across the public sector (Output 3.2) has – in part – led to an intentional delay in this output. It was felt within the NIMES Secretariat that a broader needs assessment would help focus training for, inter alia, the NM&E-WG members. In addition, focus on other areas of the work plan has resulted in a lack of progress in this output.

OUTCOME 4: REVIEW AND EVALUATION FOR USE
Reviews and evaluations feeding policy

Summary

The national integrated M&E strategy incorporates the evaluation function of Government. Discrete reviews and evaluations are conducted at sector, and MDA level and by donors, but in addition the NIMES has a mandate to conduct cross-cutting assessments that pertain to multiple sectors and issues. NIMES also has responsibility for developing the national evaluation function- harmonizing standards and practices, and building capacity.

The strategy over the past two quarters has been to finalize a number of actions relating to the Annual PEAP Implementation Review, and initiate actions relating to the PEAP evaluation and Paris Declaration evaluation.

Table 4. provides an overview of progress made over the past two quarters.

Table 4. Performance in Review and Evaluation for Use (Outcome 4)					
Outputs	Planned Activities	Intended	Actual	Explanation for deviation	for
4.1 Lessons learned paper from APIR 2005-06	Draft TOR for external lessons exercise	Quarter 1	√		
	Finalize procurement process for consultant	Quarter 1	√		
	Manage consultancy	Quarter 1	√		
	Review, finalize and disseminate paper	Quarter 1	√		
4.2 Disseminate APIR 2005/06	Finalize synopsis	Quarter 1	√		
	Draft cabinet paper	Quarter 1	√		
	Cabinet paper presented	Quarter 1	√ X	Cabinet paper was presented in Q2	
	Final APIR report disseminated	Quarter 2	X	Final report editing, finalized and report submitted to the printers in Q3	
4.3 PEAP evaluation	Establish PEAP evaluation sub-committee	Quarter 1	√		
	Coordinate the drafting of the Evaluation TORs (including evaluation framework and documentation inventory)	Quarter 1	√		
	Manage the procurement processes	Quarters 1&2	√	Ongoing. Procurement to be completed and evaluation to begin in third quarter	
4.3b Evaluation framework for PEAP evaluation	Draft TOR	(not stated)	√		
	Procure consultants	(not stated)	√		

Table 4. Performance in Review and Evaluation for Use (Outcome 4)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
	Manage consultancy	(not stated)	√	Ongoing. Framework to be completed in third quarter
4.3c Documentation inventory for PEAP evaluation and revision	Draft TOR	(not stated)	√	
	Procure consultants	(not stated)	√	
	Manage consultancy	(not stated)	√	Ongoing. Framework to be completed in third quarter
4.5 Research Products from the M&E WG	Establish and manage an action research fund for specific analyses of survey, M&E data on issues of relevance derived from the WG	Quarter 2	√ X	TOR drafted for consultancy to develop an evaluative action research fund. Consultant expected to be contracted in third quarter
4.7 Panel Survey	Support UBOS in the conduct of a panel survey	Quarter 2	√ X	Discussions held with UBOS. Decision will be made in third quarter about whether or not support will be required for this activity
4.8 Gender and Productivity Survey	Support UBOS in the conduct of a survey of gender and productivity	Quarter 2	√	TOR drafted and procurement completed and given a no objection. Questionnaire developed and pre-testing completed. Activity will continue in the third and fourth quarters.
4.9 Country Evaluation of Paris Declaration Implementation	Draft TOR	Quarters 1&2	√	
	Procure consultants	Quarters 1&2	√ X	Initiated procurement process, but task will be completed in third quarter

*Note: Outputs stated in **italics** are new, having been introduced since the last biannual report*

Detail of Progress

Outputs 4.1 Lessons learned paper from APIR 2005-06 and 4.2 Disseminating the APIR Report

Achievements:

- Consultant successfully engaged and managed
- Lesson learning paper produced, reviewed and disseminated
- Synopsis drafted. Cabinet paper produced and presented

The APIR was the first attempt at a comprehensive national annual report on government performance, and as such was an iterative process with both successes and failures. The

commissioning of a lesson learning study was a conscience effort to review what worked and what didn't in the process, the product and its use.

The lessons paper revealed a number of issues regarding the demand and use for the APIR, namely that expectations regarding the scope of government performance report need to be carefully managed, and that the use of the report cannot be assumed. In particular it was noted that timing and focus are critical if it is to inform the budget process.

Data availability and quality were reiterated as challenges to the thoroughness of the analysis, in particular highlighting the inadequate integration of data collection systems and the gaps in information in particular pillars. In addition, the study highlighted lessons for managing such a process, including ensuring a feasible process within the given timeframe, and the measured use of consultants.

The study made a number of recommendations pertaining to the structure, process and use of future APIRs, focusing on the need for coherent and comparable data at lower levels, and the opportunity presented by the revision of the PEAP in addressing a number of the challenges.

During the lessons study, the final version of the APIR report, including synopsis and cabinet paper were drafted. The cabinet paper was presented by the Prime Minister in the second quarter. The response was extremely positive, with cabinet members noting that this was the first time such a cross-government report on performance had even been attempted. Cabinet recommended that such a report be produced regularly, and presented in timely fashion to enable decision making.

Non-achievements:

- Final APIR report disseminated

The final APIR report and synopsis required a thorough professional editing prior to publication and dissemination. This was not achieved during the two quarters, and printing has been scheduled for Quarter 3. In view of the forthcoming PEAP Evaluation and its dissemination, it is felt that the APIR should be broadly disseminated at the same time as a joint event.

Output 4.3 PEAP evaluation

Achievements:

- TOR drafted with multi-stakeholder input
- Procurement process (including selection of consultants) managed

The independent evaluation of the PEAP (1997-2007) will be the first nationally-led, comprehensive evaluation of a national poverty reduction strategy in any country. The evaluation will be a critical input in the drafting of the new five year national development plan, and in disseminating the national comprehensive evaluation experience internationally.

To ensure that the evaluation is of the highest caliber, a number of mechanisms have been established. An evaluation committee has been set up, composed of the tripartite of institutions responsible for leading the NDP process; namely, NPA, MoFPED and OPM. The committee has guided the drafting of the evaluation TOR (which was also sent to national and international experts for input); and formed the technical arm of the procurement committee.

The evaluation was put out to international tender, and 26 firms submitted expressions of interest. This was brought down to the best six firms, who submitted proposals. Of these, the best firm, Oxford Policy Management Ltd (UK) was selected as having the best record of high level evaluations, and with the strongest team – composed of international and national consultants.

The procurement process has followed the PPDA standards, with amendments to suit the funding institutions – World Bank and DFID. The procurement has followed the timeline of six months since the call for expressions of interest, and will be concluded in January 2008. The evaluation will begin in February, with outputs in March and April, and the final report in June 2008.

Output 4.3b Evaluation framework for PEAP evaluation

Achievements:

- TOR drafted
- Consultants identified and contract initiated

Two discrete pieces of work have been initiated under NIMES to prepare for the PEAP Evaluation. The first is the development of the indicator matrix and performance data over the three PEAP periods (1997-2000; 2001-03/04; 2003/04-07/08). Mapping these indicators together, identifying gaps and related data quality issues, is a critical basis for the evaluators to begin to assess performance and underlying issues.

A TOR was developed and finalized by the PEAP Evaluation Committee, and national consultants were procured. The contract was initiated in October 2007, and the consultants with support from the NIMES Secretariat began the work of gathering data and supportive information from UBOS, the sectors and ministries and other agencies such as EPRC. The contract is to be completed during Q3.

Output 4.3c Documentation inventory for PEAP evaluation and revision

Achievements:

- TOR drafted
- Consultants identified and contract initiated

The second piece of work in preparation for the PEAP Evaluation and for contribution to the drafting of the new 5-year National Development Plan (NDP) has been a contract to gather and inventorize all key policy, plan, review and evaluation documentation that pertains to the PEAP over the 1997-2007 period. The product of the work will be an online database with search engine containing summaries and electronic copies of all key documents, and a physical library of all said material.

A TOR was developed and finalized under the PEAP Revision Secretariat, responsible for developing the NDP. Consultants were identified and contracted, and the work began in October 2007. The inventory will be complete during January 2008.

Non-achievements:

- Delay in process has reduced the inventories potential use in the NDP's development.

Initially the inventory and documentation exercise was meant to facilitate the drafted sector working papers as inputs to the NDP. However, the process of procuring consultants, and the length of time and challenge in accessing and scanning documents has limited this use. Most sector working papers have begun being drafted during Q2, and hence it is more likely that the inventory will be of primary use for the evaluators only.

Output 4.5 Research Products from the M&E WG

Achievements:

- TOR drafted for consultancy to develop an evaluative action research fund.

Central to the implementation of NIMES is providing a basis for sectors and other actors to enhance the quality of their data processing, analysis and application. While NIMES has made progress in a

number of central functions managed by the Secretariat, notably the APIR, it has been less forthcoming in providing decentralized support and related incentives for other actors in the strategy to progress.

Hence, the Government plans to set up a small action fund for evaluative research. The funds will be used in analyzing specific bottlenecks to M&E culture and practice in Uganda as well as financing key areas that can contribute meaningfully to decision-making. The fund will be managed by the National M&E Working Group that is responsible for facilitating the effective implementation of NIMES.

Terms of Reference have now been drafted for a consultancy to establish the demand from policy and planning decision makers for evaluative research in Uganda; Assess the skills and knowledge levels for evaluative research and the gaps in the public sector; design a process of identifying the relevant areas that qualify for evaluative research and how the research is carried out; design modalities for using the fund – criteria for accessing financing, financial and accounting issues and propose ways in which the evaluative research findings are disseminated and utilized.

The procurement process for identifying a suitable consultant will begin in third quarter.

Non-achievements:

- Greater progress was planned during Q1&2

The initial plan was to establish a research fund during Q1 and 2. However, based on discussions within the NIMES Secretariat it was felt that there wasn't sufficient clarity on the demand or mechanisms to establish said fund. Hence, a consultancy was proposed to flesh out the basis for a fund.

Output 4.7 Panel Survey

Achievements:

- Discussions held with UBOS, MoFPED and EPRC

The idea of introducing a panel survey, to be conducted annual or biannually, is based on the demand for frequent information on changes in core public sector outcome indicators. Existing survey instruments (e.g. UNHS) are employed only every 4-5 years, and thus only provide periodic information that can be used for performance assessment. Administrative data produced by the sectors does not, in many cases, directly address outcomes.

The NIMES Secretariat, through the chair (A/C Coordination and Monitoring, OPM), has participated in the discussions over the proposed introduction of panel surveys. Financial support through NIMES has been discussed as one possible source of financing, though it has been recognized that the amount available would not be sufficient for more than one year. Other sources have been identified, and discussions are ongoing.

Output 4.8 Gender and Productivity Survey

Achievements:

- TOR drafted and procurement completed and given a no objection by the funding agency
- Questionnaire developed and pre-testing completed.

A survey on Gender and Productivity was proposed based on the findings of, inter alia, the APIR 2005/06 which identified a paucity of data and information on the issue of intra-household dynamics regarding productive activities. Household surveys, such as UNHS, determine household status based on interviewing the household head, and hence where this is not female, little refutable information is

available on the transmission of income, and nature of productive employment by other household members.

Based on this analysis, discussions were held with the funding agency and with UBOS regarding the scheduling and detail of the survey. During the two quarters the allocation of funds to the activity were agreed, and UBOS initiated the development of the questionnaire and pilot testing.

The survey will take place during the third and fourth quarters.

Output 4.9 Country Evaluation of Paris Declaration Implementation

Achievements:

- TOR drafted and procurement initiated

The Paris Declaration is an international agreement to which countries committed themselves to continue to increase efforts in harmonization, alignment and managing aid for results based on an agreed set of monitorable actions and indicators. As part of the process of continuing to learn and strengthen the outcomes of the Paris Declaration, the DAC Development Evaluation Network has proposed an evaluation of the Paris Declaration in both the development partner agencies and the partner countries.

It is within this context that the evaluation of the Paris Declaration will be conducted in Uganda. The specific purpose of the evaluation is to assess what constitutes better practices for partner and development partner behaviour in regard to implementation of the Paris Declaration. This will be a mid-term evaluation, to be followed by an impact evaluation scheduled for 2009/10.

The Terms of Reference for the Uganda Evaluation were developed in consultation with a key government stakeholders, and derived from the standard set established for each of the country studies. The procurement process for identifying suitable consultants was initiated.

Non-achievements:

- Evaluation behind schedule

Identifying suitable consultants for conducting the evaluation proved problematic during the period up to Christmas. Most suitable candidates were fully commissioned, and hence not available. By the end of the third quarter suitable consultants had been identified, though this already represented a several month delay against the initial plan.

The procurement process will be completed in January, and the evaluation initiated in February to produce initial outputs by 1 March to feed into the global evaluation.

OUTCOME 5: MANAGEMENT CAPACITY AND COMMUNICATION

Enhanced capacity of NIMES and greater awareness of its activities amongst stakeholders.

Summary

The NIMES Secretariat is responsible for overall management and capacity development under the NIMES framework, and as such uses a formal system for planning, prioritizing, funding and carrying out the strategy. It is also responsible for developing and implementing the NIMES communications strategy.

The implementation of the strategy in this area over the two quarters has included the completion of the drafting of an operations manual, and the recruitment of three project staff. Table 5. provides a complete overview of progress made over the past two quarters.

Table 5. Performance in Management Capacity and Communication (Outcome 5)

Outputs	Planned Activities	Intended	Actual	Explanation for deviation
5.1 An integrated, requirements-based planning, programming, budgeting & execution system	Finalization of operations manual	Quarter 1	√	
	Recruitment of accountant, accounts assistant and procurement assistant	(not stated)	√	
	Management of accounts and production of quarterly and biannual financial and narrative reports	(not stated)	√	Ongoing
	Development and maintenance of procurement plan and carrying out of procurements	(not stated)	√	Ongoing
5.2 Enhanced capacity of staff at OPM to carry out their functions under the NIMES	Departmental staff to attend at least one short course in each calendar year	Quarters 2	√ X	Several short courses attended in the financial year, but all expenses were covered by the course organizers.
	On the job training to be conducted by staff	Quarters 1&2	√ X	Training of accountant, accounts assistant and procurement assistant in structures and processes of the office work
5.3 Develop and roll-out the National Integrated Monitoring and Evaluation Strategy (NIMES) advocacy, communication and dissemination strategy	Develop Communication & advocacy strategy (Carry out a perception analysis; Review existing best communication strategies; Review NIMES document; Produce draft strategy)	Quarters 1&2	√ X	TOR drafted for consultancy to develop a communication and advocacy strategy.
	Developing, printing & disseminating NIMES and NME-WG outputs for different audiences	Quarters 1&2	√X	Some dissemination of outputs, but not as many as planned

Detail of Progress

Output 5.1 An integrated, requirements-based planning, programming, budgeting & execution system

Achievements

- Price Waterhouse Coopers (PWC) completed production of finance and operations manual
- Recruitment of three staff
- Effective and efficient management of accounts and procurements

Substantial progress was made during the first two quarters in strengthening the management capacity of the NIMES Secretariat. The finance and operations manual, which provides the basis for harmonized procedures, was completed, and is being implemented. Three project staff – an accountant, an accounts assistant and a procurement assistant, were hired and started their contracts. This, in turn, has boosted the accounts and procurement dimensions of the secretariat, enabling the project's accounts to be updated and speeding up the management of multiple procurements.

Non-achievements

- Discussions with funders over the finance and operations manual have not taken place

While the manual has been completed, and is being utilized by the secretariat staff, a meeting has yet to be scheduled to discuss the manual and its implications with the various development partners supporting NIMES. This will be re-scheduled for the third or fourth quarters.

Output 5.2 Enhanced capacity of staff at OPM to carry out their functions under the NIMES

Achievements

- 2 Staff attended courses during the implementation period
- Internal ('on the job') training on work processes was provided to the new staff members

For the staff of the NIMES Secretariat to carry out their responsibilities effectively and efficiently, it has been recognized that they require access to short courses and training sessions in relevant areas. These include technical sessions that pertain to monitoring and evaluation, statistics, project management, and in specialized management functions – accounting, procurement and the like.

Staff from the NIMES Secretariat attended the following courses: a) International Programme for Development Evaluation (IPDET) – a two week intensive course on development evaluation run by the World Bank and Carleton University, Canada; b) Statistics in Poverty Reduction Policy – a three part course supported by SIDA (held in Tanzania) and; c) Macro-Economic Analysis for integrating MDGs in local government planning, run by UNDP (held in Zambia).

On-the-job training was provided to the two new accounts staff and the procurement assistant, outlining the policies and procedures for government accounting and procurement (PPDA). This was conducted within the Secretariat, and drawing on staff within OPM.

Non-achievements

- The plan for staff short-course and in-house training has not been developed

While external and internal trainings have taken place during the period, the Secretariat has not elaborated a plan to specifically identify needs and funds for focused training. The external trainings that have occurred have been supported and organized externally – and whilst useful – have not been programmed within the overall strategy. More also needs to be done on internal training in technical areas.

Output 5.3 Develop and roll-out the National Integrated Monitoring and Evaluation Strategy (NIMES) advocacy, communication and dissemination strategy

Achievements:

- TOR drafted for consultancy to develop a communication and advocacy strategy.
- Dissemination of APIR lessons learning study

One area in which NIMES has not been successful to date is in providing clear messages about the strategy itself, how and who is implementing it. Discussions have taken place over a long period regarding developing a clear advocacy and communications strategy to enhance this. The strategy should outline the means through which all researched information, policy messages, planned activities and proposed actions can be effectively communicated to the various target audiences and feedback obtained thereafter. The strategy should outline the mechanisms and stages through which key policy issues for lobbying and advocacy can be identified, how they can be analyzed and communicated and the approach to lobbying and advocacy for policy change. The strategy should generate greater understanding of the NIMES objectives and outputs with a purpose of changing the mindset of practitioners toward results orientation. The strategy should cover the entire results chain – from inputs to outcomes and results, from individual, institutional, sector, department level both at central and local government level.

To develop the strategy, a Terms of Reference for a consultancy has been outlined. The specific objectives of the consultancy are to: a) Identify the key stakeholders/target audiences that NIMES should communicate to and advocate for policy and action change in the short, medium to long-term; b) Identify the categories of messages that must be communicated regularly, specifying ‘why, what, who, when, where and how’ of relaying the information. c) On the basis of a) and b) above, prepare a well-costed medium to long-term communication and advocacy strategy for NIMES, and d) Give an indication of the manpower requirements for implementing the communication and advocacy strategy.

In parallel to the strategy development, NIMES Secretariat is beginning to scale-up the dissemination of its products. During the six month period, the lessons learning study on the APIR was disseminated through a workshop held at OPM.

Non-achievements:

- Communication and advocacy strategy development behind schedule
- Limited dissemination of products due to delays and capacity gaps

The strategy for communication and advocacy was originally tabled in the previous financial year. Preoccupation of Secretariat members with other activities, include active publication and dissemination around the APIR (including articles in the press) shifted focus away from the development of a strategy. The consultancy to develop the strategy will take place in the third or fourth quarter.

NIMES Secretariat employed on a short-term basis a communications specialist. The role was tied to the advocacy around the APIR, and since the completion of this activity, the contract has finished. The Secretariat has struggled to make progress in this area – though this six monthly performance report, as well as employing a practice of workshops and seminars on the findings of all consultancies are planned.

SUMMARY OF EXPENDITURES FOR QUARTERS ONE AND TWO

Donor	Ugandan Shillings
AfDB	114,762,850
DFID	44,908,023

- NB. 1) There were no expenditures from the World Bank IDF grant during the period
 2) Irish Aid directly administer the financing agreements with consultants
 3) Long and short-term technical assistance funded by EU and DFID has contributed across a range of activities during the two quarters

KEY DELIVERABLES FOR QUARTERS THREE AND FOUR

The third and fourth quarters of FY2007/08 will include the implementation of a number of core activities that have been planned over the previous two quarters and prior. These include:

	With support from:
<p>Outcome 1: Intra-governmental coordination around M&E strengthened</p> <ul style="list-style-type: none"> ▪ Coordinating and leading the drafting of the M&E working paper and section of the 5-year National Development Plan ▪ Reviewing and adapting the structures of processes for M&E coordination in Uganda based, inter alia, on the needs of the NDP 	<p>DFID</p>
<p>Outcome 2: Policies and mechanisms for evidence-based results management strengthened</p> <ul style="list-style-type: none"> ▪ Completed assessments of sector results frameworks and associated M&E systems, and identified strategies for improving performance management ▪ Improved the alignment and linkage between budget preparation, expenditure tracking and performance measurement 	<p>DFID and WB</p>
<p>Outcome 3: Awareness and skills of M&E amongst public servants enhanced</p> <ul style="list-style-type: none"> ▪ Initiated an assessment of evaluation capacity (as well as demands and practices) with a view to determining exactly what strategies and activities can be put in place to enhance M&E across the public sector 	<p>EU/SC AfDB</p>
<p>Outcome 4: Reviews and evaluations feeding policy</p> <ul style="list-style-type: none"> ▪ Completed formulation of PEAP indicator matrix 1997-2007 ▪ Completed inventory and documentation centre for PEAP relevant policy, review and evaluation documents over the PEAP decade. ▪ Completed independent evaluation of the PEAP 1997-2007 ▪ Completed and dissemination evaluation of implementation of Paris Declaration in Uganda 	<p>Irish Aid Irish Aid DFID and WB Austrian Government</p>
<p>Outcome 5: Enhanced capacity of NIMES and greater awareness amongst stakeholders</p> <ul style="list-style-type: none"> ▪ Initiated formulation of a communications and advocacy strategy 	<p>AfDB</p>

[A full account of all planned activities for Q3&4 can be found in Annex 2.]

SUMMARY OF BUDGET FOR QUARTERS THREE AND FOUR

Donor	Ugandan Shillings
AfDB	1,013,442,234
DFID	1,049,923,351
GoU	3,176,025
WB	726,667,530

NB

- 1) Government of Austria, Irish Aid will directly administer the financing agreements with consultants
- 2) Managing for Development Results (MfDR) Secretariat at the World Bank covered all costs concerning the Africa Community of Practice Workshop
- 3) EU and DFID technical advisory services are not included in the budget, nor are core staff costs and functions of Government of Uganda staff

Annex 1. Expenditures by Output for period July to December 2007

Outcome 1: Policy Coordination: Intra-governmental coordination around M&E strengthened¹

Output	Activities	Status	Budget	Expenditure	Deviation	Explanation	Dev. Partner
1.1 National M&E Working Group established and active	Managing the secretariat to support the activities of the WG and its sub-WGs (stationery, equipment, newspapers, staff welfare, courier, bank charges)	On-going	10,850,000	10,346,907	503,093	This is a continuous activity, and hence will occur in the third and fourth quarters	DFID
1.3 Contribute to the coordination and drafting of various sections of the 5-year national development plan	Draft, with MoFPED and NPA guidance material for working papers	Completed	3,500,000	3,500,000	0	Contributed to guidance for sector WPs and district guidance	DFID

¹ All activities under Public Sector Management (previous outputs 1.2-1.4) have been migrated to the Policy Implementation Coordination team under the OPM Department for Coordination and Monitoring. They are no longer under NIMES, and will be reported through the PSM Working Group

Outcome 3: M&E Skills across Government: Awareness and skills of M&E amongst public servants strengthened

3.2 Develop an M&E training programme that can build on existing government mechanisms to promulgate standardized results orientation, monitoring and evaluation concepts, approaches and tools for use in public sector management	Train a total of Nine staff in the OPM (One staff to train on financial mgt in the public sector; one staff to train on policy analysis, formulation and mgt; one staff to train on advanced management information systems, One staff to train on human resource management and performance appraisal, two staff to train in project analysis and design, two staff to train in mgt and administration of donor funded projects, and one staff to train in corporate restructuring)	Training was conducted in first and second quarter	115,990,905	114,762,850	1,228,055	Eight employees under OPM attended various external courses. The balance in the account is as a result of exchange rate variations	AfDB
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Outcome 4: Review and Evaluation for Use: Reviews and evaluations feeding policy

Output	Activities	Status	Budget	Expenditure	Deviation	Explanation	Dev. Partner
4.1 Lessons learned paper from APIR 2005-06	Draft TOR for external lessons exercise	Completed	direct payment from Irish Aid	direct payment from Irish Aid			Irish Aid
	Finalize procurement process for consultant	Completed					
	Manage consultancy	Completed					
	Review, finalize and disseminate paper	Completed					
4.1.1 Advertisements and press releases	Publish 5 advertisements	Partially completed	31,500,000	7,384,600	24,115,400	Press release on findings, but not on full report until cabinet approval	DFID
4.2 Disseminate APIR 2006/07	Final APIR report disseminated (including press release on APIR process and NIMES and launching of the APIR report)	Final report editing finalized and report submitted to the printers	248,296,500	0	248,296,500	Report to be printed the third quarter. Dissemination will take place with the PEAP Evaluation	DFID

Outcome 5: Management Capacity and Communication: Enhanced capacity of NIMES and greater awareness of its activities amongst stakeholders.

5.1 An integrated, requirements-based planning, programming, budgeting & execution system	Finalization of operations manual	Completed	50,000,000	0	50,000,000	The Final manual was submitted but payments will be made in 3rd quarter	DFID
	Annual Audit for FY 2006/2007	Completed	13,000,000	9,483,660	3,516,340	Completed	DFID
	Recruitment of accountant, accounts assistant and procurement assistant	On-going	7,500,000	0	7,500,000	Completed	DFID
	Recruitment of Cost Accounting consultant (including consultancy fees)	On-going	16,500,000	0	16,500,000	Not done	DFID
	Training in tally accounting software	Not yet done	600,000	0	600,000	Not done	DFID
	Management of accounts and production of quarterly and biannual financial and narrative reports	On going	14,850,000	14,192,856	657,144	On-going	DFID
	Development and maintenance of procurement plan and carrying out of procurements	On going				On-going	DFID

Annex 2. Work Plan and Output Budget for period January to June 2008

Outcome 1: Policy Coordination: Intra-governmental coordination around M&E strengthened

OUT PUT	ACTIVITY	TIME FRAME						BUDGET	DEV. PARTNER
		JAN	FEB	MAR	APR	MAY	JUN	BUDGET (UGS)	
1.1 National M&E Working Group established and active	Arrange, coordinate and report on meetings							1,497,300	DFID
	Advertisement for event management services							4,144,000	DFID
	Review the role, function and structure of the working group under the auspices of the new 5-year national development plan							660,000	DFID
1.2 M&E section of the 5-year national development plan	Coordinate the national M&E working group to develop a working paper on national M&E to contribute to the PEAP revision							804,400	DFID
	Represent Office of the Prime Minister in the PEAP revision steering committee and secretariat							620,400	GoU
1.3 Contribute to the coordination and drafting of various sections of the 5-year national development plan	Lead, with MoFPED and NPA, regional consultations across Uganda to determine priorities for the new plan							1,976,600	DFID
	Contribute, with MoFPED and NPA, to central level consultations held in Kampala							103,400	DFID

Outcome 2: Framework Development: Policies and mechanisms for evidence-based results management strengthened.

OUT PUT	ACTIVITY	Quarter 3 (FY2007/08)			Quarter 4 (FY2007/08)			BUDGET	DEV. PARTNER
		JAN	FEB	MAR	APR	MAY	JUN	BUDGET (UGS)	
2.1 Assessment of state of government results frameworks	Hire international consultant for 21 days							62,124,300	WB
	Sector meetings							682,200	DFID
	Disseminate report							2,080,000	DFID
2.2 Assessment of four sectors data utilization	Identify 4 consultants							590,000	GoU
	Hire two consultants for 30 days each (two sectors) under WB grant							155,700,000	WB
	Hire two consultants for 30 days each (two sectors) under DFID grant							155,700,000	DFID
	Manage contracts							181,200	DFID
	Disseminate reports							20,040,000	DFID
2.3 All SWGs have been exposed to and discussed results orientation, monitoring and evaluation in the preparation of their 2007/08 BFPs	Hire consultant to develop TOR, facilitate procurement and manage contract for mapping monitoring systems								EU/SC
	Hire consultant to conduct study on mapping monitoring systems							31,140,000	AfDB
	Review sector BFPs, SIPs and progress of the ROM initiative to determine results, M&E focus and content								EU/TA
2.4 Strengthen the linkages between the PEAP results and policy matrix and the national databank supported by Uganda Bureau of Statistics (UBOS).	Establish basis for discussions between OPM, UBOS and other related ministries/agencies on linkages between existing MIS							682,200	DFID
	Finalize TOR and work plan							682,200	DFID
2.5 Creation of a comprehensive Local Government Performance Assessment Framework	Finalize TOR								GoU
	Manage procurement process for national consultant							654,025	GoU

Outcome 3: M&E Skills across Government: Awareness and skills of M&E amongst public servants enhanced

Output	Activities	Quarter 3 (FY2007/08)			Quarter 4 (FY2007/08)			BUDGET	DEV. PARTNER
		Jan	Feb	Mar	Apr	May	Jun	BUDGET (UGS)	
3.1 Coordinating Management for Development Results (MfDR) Africa Community of Practice	As elected chair, Africa COP, coordinate follow-up to the December MfDR meeting								MfDR Secretariat
3.2 Develop an M&E training programme that can build on existing government mechanisms to promulgate standardized results orientation, monitoring and evaluation concepts, approaches and tools for use in public sector management	Hire consultant to develop TOR, facilitate procurement and manage contract for mapping evaluation practice, demand and capacity								EU/SC
	Hire consultant to conduct study on mapping evaluation practice							31,140,000	AfDB
3.4 Study Tour conducted to developing country with well developed national M&E system	Identify countr(ies) for study tour								GoU
	Review budget and identify representatives to attend (from OPM, MfPED, NPA and line ministries)								GoU
	Organize tour with hosts								GoU
	Conduct tour (7 days, two countries, 8 persons)							74,490,400	WB
	Disseminate findings							641,100	GOVT

Outcome 4: Review and Evaluation for Use: Reviews and evaluations feeding policy

OUT PUT	ACTIVITY	Quarter 3 (FY2007/08)			Quarter 4 (FY2007/08)			BUDGET	DEV. PARTNER
		JAN	FEB	MAR	APR	MAY	JUNE	BUDGET (UGS)	
4.2 Disseminate APIR 2006/07	Consultancy to edit APIR report							14,532,000	DFID
	Printing of report							20,000,000	DFID
	Distribution of report							3,460,000	DFID
4.3 PEAP evaluation	Manage the procurement process (incorporating costs over Q1&2)							1,316,000	DFID
	Convene and host bi-monthly meetings of the evaluation committee and the evaluation consultants during the evaluation process							2,000,000	DFID
	Convene and manage meeting of reference group to review inception report, draft thematic reports, and draft synthesis report							783,300	DFID
	Consultancy to conduct evaluation							430,892,830	WB
								430,892,830	DFID
	Organize stakeholder meeting to review draft synthesis report and disseminate APIR 2005/06 report							210,303,990	DFID
4.3b Evaluation framework for PEAP evaluation	Manage consultancy								Irish Aid
	Review report and framework/database								
	Finalize consultancy								
	Disseminate findings								
4.3c Documentation inventory for PEAP evaluation and revision	Manage consultancy								
	Review inventory and documentation system								
	Finalize consultancy								
	Disseminate findings								

Outcome 4: Review and Evaluation for Use: Reviews and evaluations feeding policy (continued)

Output	Activities	Quarter 3 (FY2007/08)			Quarter 4 (FY2007/08)			BUDGET	DEV. PARTNER
		Jan	Feb	Mar	Apr	May	Jun	BUDGET (UGS)	
4.5 Research Products from the M&E WG	Hire consultant to develop TOR, facilitate procurement and manage contract for developing an action research fund for specific analyses of survey, M&E data on issues demanded from WG								EU/SC
	Hire consultant to develop action research fund							25,950,000	AfDB
4.8 Gender and Productivity Survey	Finalize contract with UBOS for the conduct of a survey of gender and productivity							595,007,134	AfDB
4.9 Country Evaluation of Paris Declaration Implementation	Finalize negotiations with consultancy firm								GoU
	Finalize and sign contract								Austria
	Consultants conduct evaluation								Austria
	Manage consultancy and establish committee to review process and results								GoU
	Review draft report								GoU
	Review final report								GoU
	Disseminate findings								Austria

Outcome 5: Management Capacity and Communication: Enhanced capacity of NIMES and greater awareness of its activities amongst stakeholders.

Output	Activities	Quarter 3 (FY2007/08)			Quarter 4 (FY2007/08)			BUDGET	DEV. PARTNER
		Jan	Feb	Mar	Apr	May	Jun	BUDGET (UGS)	
5.1 An integrated, requirements-based planning, programming, budgeting & execution system	Finalisation of operations manual for NIMES (largely completed in previous quarter)							34,899,584	DFID
	Disseminate and discuss operations manual with development partners							828,670	DFID
	Management of accounts and production of quarterly and biannual financial and narrative reports							46,778,568	DFID
	Development and maintenance of procurement plan and carrying out of procurements							670,500	GoU
	Development and maintenance of procurement plan and carrying out of procurements							1,428,000	DFID
	Project coordination							10,726,000	AfDB
	Staff facilitation for field travels							66,432,000	AfDB
	Equipment							3,460,000	WB
	Equipment maintenance							12,456,000	AfDB
5.2 Enhanced capacity of staff at OPM to carry out their functions under the NIMES	Capacity of Eight Ministry Staff to be strengthened through external training							116,031,100	AfDB
	Capacity of six staff under the department of coordination and monitoring to be strengthened through external training							83,040,000	AfDB
	Consultancy services for the recruitment of project staff (Recruitment is complete but payment is pending)							48,695,159	DFID
5.3 Develop and roll-out the National Integrated Monitoring and Evaluation Strategy (NIMES) advocacy, communication and dissemination strategy	Hire consultant to develop TOR, facilitate procurement and manage contract to design a communication and advocacy strategy								EU/SC
	Hire consultant to develop communication and advocacy strategy							41,520,000	AfDB
	Drafting two publications of NIMES products (sector studies; evaluation findings)							20,760,000	DFID
	Printing publications							24,000,000	DFID
	Disseminating publications							11,750	DFID

Annex 3. Acronyms

Austria	Government of Austria
AfDB	African Development Bank
APIR	Annual PEAP Implementation Review
BFP	Budget Framework Paper
DFID	UK Department for International Development
EU/SC	European Union Service Contract (provision of short term technical assistance services under management of the EU Technical Adviser)
EU/TA	European Union Technical Adviser (long term TA)
GoU	Government of Uganda
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development, Uganda
MfDR Secretariat	Managing for Development Results Secretariat, World Bank
NM&E-WG	National Monitoring and Evaluation Working Group
NIMES	National Monitoring and Evaluation Strategy
NDP	National Development Plan
NPA	National Planning Authority, Uganda
OPM	Office of Prime Minister, Uganda
PEAP	Poverty Eradication Action Plan
ROM	Results Orientated Management
UBOS	Uganda Bureau of Statistics
WB	World Bank