



Final report

UGA 1188811 - SUPPORT TO DEVELOPMENT OF HUMAN RESOURCES OF BENEFICIARY ORGANISATIONS (SDHR)

Making of sanitary pads after the gender training at NTC Mubende

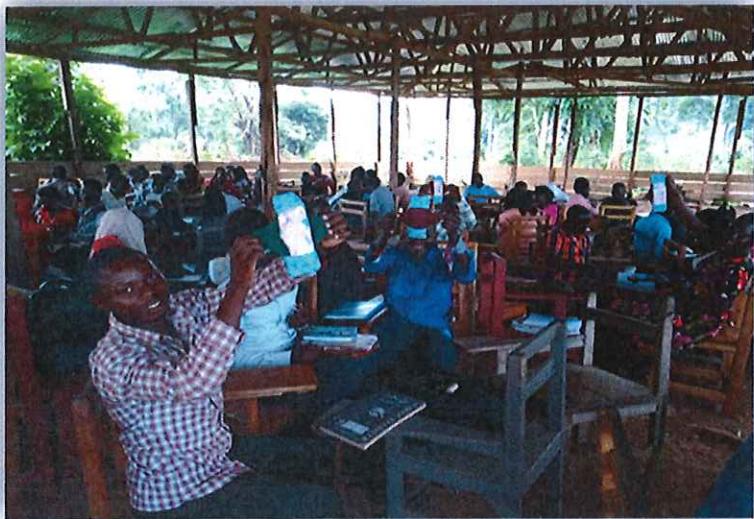


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Acronyms

AMREF	African Medical and Research Foundation
BO	Beneficiary Organisation
BSM	Backstopping Mission
ENABEL	Belgian Technical Cooperation
CCT	Co-Coordination Team
CD	Capacity Development
CDM	Clean Development Mechanism
CMO	Convention de mise en œuvre (Implementation Agreement)
DPs	Development Partners
JLCB	Joint Local Consultative Body (= Project Steering Committee)
HR	Human Resource
HRD	Human Resource Development
M&E	Monitoring & Evaluation
MoESTS	Ministry of Education, Science, Technology and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MOPS	Ministry of Public Service
MoWE	Ministry of Water and Environment
PC	Project Coordinator
PCT	Project Coordination Team
PS	Permanent Secretary
PSC	Project Steering Committee
RESREP	Resident Representative ENABEL
SDHR	Skills Development for Human Resources
SSU	Support to Skilling Uganda - Project
STC	Sectorial Technical Committee
TFF	Technical and Financial File
TOR	Terms of Reference
TTE	Teacher Training Education - Project
TC	Training Committee
VAT	Value-Added Tax
Enabel	Belgian Development Agency
CSCU	Civil Service College Uganda
OCA	Organisational Capacity Assessment
Gou	Government of Uganda's
NDP II	National Development Plan
CNDPF	Comprehensive National Development Planning Framework
SDPs	Sector Development Plans
LGDPs	Local Government Development Plans
MIU	Manifesto Implementation Unit
NPA	National Planning Authority

PSC	Public Service Commission
UPS-HRMnet	Uganda Public Service Human Resource Managers Network
TOT	Training of Trainers

Intervention form

Intervention name	Support to the development of human resources of beneficiary organisations (SDHR)
Intervention code	UGA 11 888 11
Location	Uganda / National and specific regions /districts
Budget	6.482.598 EUR
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Date intervention start / Opening steering committee	(1) 8 April 2014 (CMO) (2) 27 May 2014 (PSC 0)
End date Specific Agreement	25 March 2021
Target groups	Human Resources of selected beneficiary organisations in the health, education and environment sectors.
Impact¹	Improved service delivery of Ugandan institutes and organisations.
Outcome	Increased skills of human resources of selected beneficiary organisations in the health, education and environment sectors.
Outputs	(1) BOs are selected and strengthened to define objectives to improve their organisations. (2) BOs are strengthened to develop their HRD Plan linked to organisational performance goals. (3) Activities selected from the HRD Plan effectively implemented (4) Individual scholarships are managed.
Period covered by the report	8 April 2014 -29 February 2020

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

Global appreciation

The Support to the Development of Human Resources Project (SDHR) was initiated as a pilot project for the new strategy for Enabel's scholarship programmes of 2011. The main guidelines of this strategy were increased alignment to both the Belgian and Ugandan development priorities, complementarity with other Enabel supported programmes and using a capacity development approach instead of merely training.

The project focused on development and training of public servants for improved service delivery of Ugandan institutes and organisations. 49 BOs were selected; health (20), education (23) and Water and environment (6). It was implemented in three phases: the organisational self-assessment and identification of improvement areas and related skills gaps, planning of HRD and training and the implementation of HRD/Training plans including support to transfer of learning to the workplace.

Global appreciation of the intervention:

The project achieved most of its objectives, scoring an "A" (very good) in relevancy, efficiency, effectiveness and a C (problems) in sustainability. This is because the project was planned well and implemented relevant capacity building solutions using the right tools and strategies.

For reason of sustainability, the work environment within and outside the organisation need to be further strengthened to consolidate the capacity building efforts and improve public service provision to citizens. Many organisations are not in charge of their Human Resources Management (HRM). Most human resources functions are too dependent on decisions at higher levels in the hierarchy and have limited power to change. It is unlikely that the actual situation will change in the short or medium term as it implies a very comprehensive public sector reform.

National execution official


25/2/20

Enabel execution official


24/02/2020

PART 1: Results achieved and lessons learned

1 Assessing the intervention strategy

1.1 The general context

The SDHR project was developed within the general framework of the Government of Uganda's (GoU) 2010 Comprehensive National Development Planning Framework for the next 30 years, called Vision 2040: "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years". At the time SDHR was launched, the second National Development Plan (NDP II, 2015-2020) whose 5-year theme was "Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth" was being implemented. NDP II focused on five key areas with one being Human Capital Development with emphasis being on increasing the stock of a skilled and healthy workforce towards the production of human capital to accelerate the achievement of a demographic dividend. In July 2007, GoU approved the Comprehensive National Development Planning Framework (CNDPF), which provides for

Figure 1: Linking the GoU Vision 2040 to other development plans



Source: www.npa.go.ug National Planning Authority Strategic Plan 2015/2016 – 2019/20

the development of a 30-year vision to be implemented through: 5-year NDPs, Sector Development Plans (SDPs), Local Government Development Plans (LGDPs), Annual Work Plans and Budgets as illustrated in Figure 1.

The Ministry of Public Service (MoPS), with the mandate to Develop, Manage and Administer Human Resources Policies, Management Systems, Procedures and Structure for the Public Service, is in charge and should drive all Capacity Development Initiatives in Uganda, and should support each Ministry and Sector in developing their 5-year Human Resources Development Plans.

Each Ministry has a Human Resources Function which is staffed by employees seconded from MoPS. These employees, with a Commissioner or Assistant Commissioner as the head of the Unit, are responsible for all HR related matters within the Ministry, including capacity building, manpower planning, payroll, HR data management amongst others. The HR representatives from the various ministries meet with the Permanent Secretary of MoPS

once a month to report on progress and performance of their Line Ministries regarding strategic plans and NDP alignment, particularly on aspects of Human Resources Development and job creation.

All HR professionals in the Public Service are members of the Uganda Public Service Human Resource Managers Network (UPS-HRMnet), which is an association for Human Resources Managers in the Public Service. It aims at promoting the HR profession in a manner that transforms service delivery in the Uganda Public Service, in partnership with MoPS as the parent ministry. The private sector has a similar association: The Human Resources Managers Association of Uganda (HRMAU) that governs HR professional.

In its efforts to develop capacities at national level, the GoU through the MOPS drafted and formulated the National Training Policy in 2006 though it has not been implemented to date.

The GoU has approved the NDP III which will be effective June 2020 and whose key strategies include²:

- (1) Maintaining Peace, Security and Good Governance
- (2) Maintaining stable macro-economic environment as an anchor to economic growth and development
- (3) Promotion of Science, Technology, Engineering, Innovation and Knowledge products
- (4) Improving the productivity and well-being of the population
- (5) Increasing Domestic Revenue Mobilization
- (6) Promotion of Social Services based on the Parish Model

Human Resources Development and Capacity Building remains a key focus area for the government under NDP III.

1.2 Important changes in intervention strategy

Some adaptations to the original project structures were proposed to the Steering Committee in February 2015 and approved. More specifically for the Sectorial Technical Committees (STC), the responsibility for selection of beneficiary organisations was transferred to the line ministries. The STC's core function was then exclusively focused on the assessment of the applications from the Beneficiary Organisations and on the appraisal of the quality of the strategic HRD & training plan. Also a new structure, a Co-Coordination Team (CCT), was introduced to ensure the link between the intervention and the ministries, to be closely involved in the operational management and follow-up of the intervention and to take joint operational decisions with the Project Coordination Team. The CCT serves as such as an inter-ministerial coordination between the different ministries. As planned CCT meetings took place on an ad hoc basis.

The SDHR made changes in the structure and implementation period. Originally, a lean project team with 1 ITA/project coordinator, 1 national TA, 1 accountant, 1 driver, 1 secretary and consultancy support for procurement was planned. Considering the amount of

² Strategic Direction for the 10-year and third 5-year National Development Plans by National Planning Authority

work, the MTR advised to increase the number of staff, especially the training officers at field level. The initial intention of having the STCs carry out the field support work, appeared not feasible. The implication was that more Enabel paid staff were needed to make the programme run, especially when the training activities got started. From April 2017 until September 2019 there was a considerable staff increase, mainly for field support, M&E, ICT and communication.

The project redesigned the result areas and updated the indicators. Result areas and indicators were reformulated in the course of the process of development of baseline and M&E framework (April – June 2015).

The organisation of selection rounds (calls for applications) was dramatically redesigned. The idea of organizing various open calls for applications (per year / 8 in total) selecting 5 organisations per call was abandoned. The main reason was that the idea of these continuous calls relates to the previous calls for individual scholarships approach and underestimates the amount of work that comes with selecting each time 5 organisations (out of a preselected list of 1,237 organisations). Maintaining this approach would mean the PCT and the STC would have to spend continuously a lot of time on screening organisations applications. The project instead decided to use a 1-time selection process at the project's start. It also maintained the application process for selected organisations and redesigned it as a phase where readiness for change is assessed based on an organisational self-assessment and the definition of areas of organisational improvement.

The other reason for change of process was that there was an assumption that HRD plans are available and could be used in selection processes. The second assumption relates to the first and was that organisations have a good view on what they want to improve and how training can support that. These assumptions have proven wrong. Therefore the project developed a phased integrated capacity development framework were organisations go through 2 preparation steps (readiness for change and then HRD and Training Planning) before accessing training (step 3).

In the steering committee meeting of August 2018, there was a request for approval of the decision to extend the project for one more year. Originally, the project was planned to end in March 2019. This was due to the fact that budget execution was slow at the start, caused by various discussions on BO training plan/budget development and organizing the large number of tenders for service providers. Also, in 2018, there was a directive by the Minister of Finance in Belgium to transfer part of the budget expenditures to 2019. The project transferred Transfer 787,335 EURO from 2018 to 2019. The third reason was that the project needed to ensure quality of the trainings and achieve positive impact in the BOs. The project also experienced delays of training implementation due to procurement processes that ensured recruitment of quality trainers. Therefore, the steering committee also approved the project extension of 11 months until February 2020.

2 Results achieved

2.1 Monitoring matrix

Impact/Outcome/Results/Indicators	Indicator Baseline Value.	Indicator Target Value	Indicator Actual Value	Indicator Actual Comment
Impact Improved service delivery of Ugandan institutes and organizations.	New initiative baseline data is not available	Stories of Change in place	12 stories in Education, 23 in Health and 3 in Environment	Stories of change collected by communications officer. We have good quality stories (written format). We currently have 12 stories in Education, 23 in Health and 3 in Environment. Examples attached in section 12 "comments and attachments".
UGA1188811 Documented evidence of improved service delivery				
UGA1188811 Increase of the development level in the organisational assessment	2.2	2.8	2.6	
Outcome Increased skills of human resources of selected beneficiary organisations (BOs) in the health, education and environment sectors				Although the indicator was supposed to be measured at the end of project support, the project team opted to conduct in 2018 to avoid that the learners forget what they have learnt after two years into the implementation of training activities. ; On line survey conducted between July and September
UGA1188811 Satisfaction level of BOs (HR and Management) regarding: > Contribution of trainings with regard to 3-5 improvement areas	Not available	3.3	3.03	
UGA1188811 Satisfaction level of BOs (HR and Management) regarding: > Skills* gaps filled (in reference to improved HRD Plans)	Not available	3.5	3.13	Online survey conducted between July and September 2019
Result 1 : BOs are selected and strengthened to define objectives to improve their organisations.				

UGA1188811 Level of satisfaction and confidence of Mgmt and HRD staff related to defining org. dev. needs.	Not available	80	90	
UGA1188811 Number of applications received per call	0	44	49	for first call; 11 more BOs applications on the call 2; for all calls
UGA1188811 Number of BOs that have fully owned goals for org. improvement, meeting quality criteria.	0	44	48	All BOs
UGA1188811 Number of preselected BOs reviewed and updated	1,237	44	49	There were 50 BOs but HMDC was dropped on recommendation of special partner committee in 2017. Also other additional BOs were brought on board from SSU project.
UGA1188811 Selection, application and appraisal methodology (incl. tools) in place and regularly updated	Not in place	Meth. in place and updated per call	Meth. in place and updated per call	Three STCs operational but 2 members changed end of 2015; Only 2STCs needed to be operational to assess applications for call 2; STCs continued to monitor implementation of training
UGA1188811 STCs for each sector in place and functioning in line with quality criteria	Not in place	3	3	
Result 2 : BOs are strengthened to develop their HRD Plan linked to organisational performance goals.				
UGA1188811 Guidelines, incl. cross-cutting aspects, for HRD plan developed and approved by CCT	Not in place	In place by End 2015	In place	
UGA1188811 Level of satisfaction and confidence of Mgt and HRD staff related to HRD planning process	0	80	90	
UGA1188811 Number of BOs that have a fully-owned HR capacity development plan	0	44	49	Value achieved by end of 2017
UGA1188811 Number of HRD Plans meeting quality criteria, incl. cross-cutting aspects, as indicated in the guidelines	0	20	49	Training implementation started later than planned due to high number of applications in call 1.

	UGA1188811 STCs for each sector assume their role of selection of HRD proposals	0	3	3	
Result 3 : Activities selected from the HRD Plan effectively implemented.					
UGA1188811 Data bank of service providers, and relevant guidelines for training provision in place (incl. cross-cutting aspects).	Not in place	Full databank in place	In place		Could be conducted before training implementation.; Survey conducted face-to-face during BO management meeting ; Survey conducted online using survey monkey with BO management; regional management meetings were organised to collect this data and other activities (organisational assessment), the data collected through an online survey was analysed.
UGA1188811 Level of satisfaction and confidence of Mgmt and HRD staff related to HRD implementation	Not available	80	72		88% attendance rate. 3.56 for general satisfaction / average improvement of knowledge, skills and/or attitudes from 2.22 before the training to 3.49 after the training.; Knowledge and skills jump: before is 2.33 and after training 3.35; Knowledge and skills jump: before is 2.21 and after training 3.35; Knowledge and skills jump: before is 2.21 and after training 3.49
UGA1188811 Level of satisfaction of participants with training	Not available	3.25	3.56		Training implementation delayed; Implementation of training activities started in Q4 2016; High peak for implementation of training activities; 2784 education sector,2321 health sector,508 environment. Total of 5,613 trainees. We do not consider as trainees the participants in coachings or follow-up sessions with training providers, total of 790 coachees.
UGA1188811 Number of trainees (men, women)	0	6,815	5,615		

	UGA1188811 Number of training activities organized addressing cross-cutting aspects	0	49	42	Some of the BOs received more than 1 training, total of transversal themes trainings 109. ; Training implementation started in 2016; Not integrated into training;
	UGA1188811 Percentage of the selected activities from the HRD plans effectively implemented	Not available	75	78	training activities implementation for individuals is 7% and for group is 2.2%; training activities implementation for individuals is 71% and for group is 16%
	UGA1188811 Percentage of trainings providing follow-up sessions	0	80	26	This is only taking into account the follow-up provided by "training providers"; Other follow-up activities (field visits, trackers review, report sharing about status of implementation, etc) are continuously done by SDHHR team.
Result 4	On-going scholarships are managed				
	UGA1188811 Number of events for members organised	0	4	3	Reactivation of Belgian alumni association event to be done in Q3 2019 ; postponed to begin in 2016
	UGA1188811 Number of obtained academic qualifications	Not available	180	149	Tracer study was still ongoing by reporting date; 94 (Reference is tracer study report – response to question was 113 (equivalent to 83%). 149 is a representative figure of the target (180) because not all the scholars responded to the survey.
	UGA1188811 Number of on-going scholarships finalised as programmed	198	198	194	4 scholars still ongoing in health sector , these scholars will complete in March 2020; Data collected from DAMINO
	UGA1188811 Number of scholars returned to the organisations after their studies	Not available	55	117	82 (Reference is tracer study report – response to question was 112 which is equivalent to 73.21%. 117 is a representative figure of 160.
	UGA1188811 Number of scholars working in their field of study	Not available	198	160	Data was not collected. At the time of selection, all scholars are working and must train in their area of work. This is ensured through bonding agreements. So we assume all

					scholars are working in their area of study.
UGA1188811 On-line survey on interest and needs of (potential) members completed	0	completed	completed	First survey was found to possess sufficient information.	

2.2 Analysis of results

2.2.1 To what extent will the intervention contribute to the impact (potential impact)?

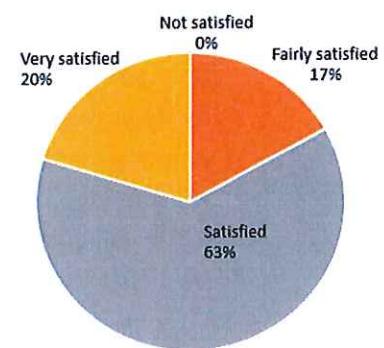
The impact of SDHR is “improved service delivery of Ugandan institutes and organisations”. During the project end term review it was revealed that SDHR successfully initiated service delivery improvements. As an example of this, the BOs that were involved in the Leadership & Management courses are clear about their intentions to increase service delivery. During these courses they developed vision and mission statements directing their organisations towards improved outputs.

In addition, some cases detail improvements towards the BO clients, i.e. the students at the educational facilities and the patients at the health facilities. The contribution of the training activities towards improved service delivery are explained in several “stories of change” collected during the project. A number of the success cases refer to internal organisational improvements that would be better categorized under effectiveness above, e.g. management of drugs, waste and patient/ student data.

The satisfaction and confidence survey provides information that links SDHR training support to improved service delivery, see Figure 2.

Another measurement of SDHR’s impact is the difference between the first organisational self-assessment at the start of the project and the second self-assessment at the end, roughly 3 years later. The organisations were supported through self-assessment exercise to identify areas of improvement and related skills gaps and prepared Human Resource Development plans at the start of the project. At the end of the project, the same exercise was repeated to find out if there have been some organisational improvements in terms of service delivery owing to the implemented Human Resource Development and training activities. The overall scoring was considerably higher at the end of the project for all the parameters assessed indicating organisational improvement.

Figure 2 - Satisfaction with improvement in service delivery of BOs



2.2.2 To what extent has the outcome been achieved?

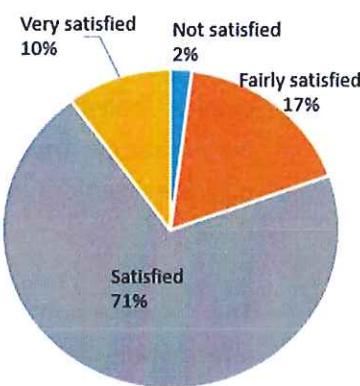
The overall outcome of SDHR “Increased skills of human resources of selected beneficiary institutes in the health, education and environment sectors” is rated as good by all the stakeholders.

The interviews conducted during the ETR mission and the end-of-project satisfaction survey both confirm that skill levels have increased. The application of these newly acquired skills is also positively evaluated, see Figure 4. From the Satisfaction survey, there are examples from BO staff and managers how on-the-job performance is improved. This was especially evident in computer use (sometimes from no skill at all to confidence in writing reports and e-mail messages) and staff performance appraisals.

Other examples of organisational change are:

- (1) Weekly talk show by health workers on the local Amina FM station; soliciting feedback via community leaders on monthly talk show (Ajumani Hospital). This hospital jumped from place 20 to 14 in the country-wide annual hospital rating scale;
- (2) Zombo District Health Office jumped from place 53 in 2016 to place 9 in 2019. Its management attributed this performance improvement to the leadership & strategic planning courses;
- (3) Bundibugyo hospital introduced a computerised patient register as a consequence of the ICT training;
- (4) ICT training has been very effective. Training providers keep on receiving requests from BOs, also after their activities were finalised;
- (5) Various health facilities have enlarged their Continuous Medical Education with organisational topics. These are weekly internal sessions usually covering only medical topics;
- (6) BOs have regularly trained those not involved in the SDHR training activities. The trainees became trainers. One training provider suggested a more structured ToT programme;
- (7) Holy Family Hospital Nyapea has appointment focal persons for waste management in each unit;
- (8) Several organisations have introduced performance contracting, based on their Strategic Plan.

Figure 4: Satisfaction that staff are applying acquired knowledge



Source : PTC, Enabel.

2.2.3 To what extent have outputs been achieved?

Output 1: BOs are selected and strengthened to define objectives to improve their organisations

SDHR supported 49 BOs. During inception 44 organisations were selected by the Secretary General of the three Line Ministries. When the Belgium/Ireland/EU Support to the Skilling Uganda Programme (SSU) started in 2015, 6 Vocational Training Institutions (VTI) were added. In 2016 one Health facility was dropped, making a total of 49 organisations.

The 49 BOs were distributed across the sectors as follows: 20 Health facilities (Health Centres IV, District Health Offices, hospitals and national agencies), 23 Education facilities (Vocational Training Institutes, Teacher Training Colleges and national agencies) and 6 Environmental facilities (mainly national level agencies). The number of facilities in the Water & Environment sector were less than in the other two sectors because of the reduced attention to this sector in the Uganda-Belgium cooperation agreement.

To be admitted to the SDHR support process, each BO carried out an organisational self-assessment. The tool was used at the start and the end of the support process, and provides insights on 10 organisational topics like strategy, structure, work processes and (HR) management.

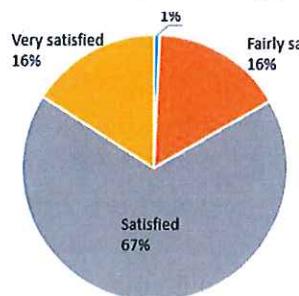
During consultations with the BOs during the ETR the BOs stated that the instrument succeeded in making them think critically about their organisation and in creating awareness about organisational achievements and constraints; in this way, the needs assessment inventory at the start of the project already contributed to their organisational learning.

For SDHR, the tool helped in assessing the readiness for change and formulating the BOs' own priorities for organisational improvements.

Output 2: BOs are strengthened to develop their HRD Plan linked to organisational performance goals.

Phase 2 of SDHR ensured that quality plans and budgets were made, as the basis for working on the identified priority areas. Each BO formed a Working Group guided by one of its managers and a Single Point of Contact (SPOC) who were in charge of the planning and budgeting process. A mobilization workshop and on-site assistance by SDHR staff and consultants led to the HRD/training plans; prior to SDHR, the BOs did not have training plans. Subsequently three joint budget workshops for clusters of BOs were organized in which a budget plan format and budget instructions were discussed. The draft HRD/training plans and budget were appraised by the respective STCs during appraisal meetings taking place from May-August 2016. Some plans needed to be re-submitted more than once. For

Figure 5: Satisfaction by Bos with initially identified gaps



the BOs, developing appropriate plans and budgets has been a capacity building process in itself.

BOs were quite positive about the demand driven approach of SDHR. We got comments like this one:

'We often receive training offers from donors that are not always our priority. Through SDHR we could make an integrated plan that fits our purpose'.

However, SDHR also had its supply driven training activities, like gender (in all three sectors), and energy efficiency, solid waste management and occupational health for the education facilities.

Output 3: Activities from the HRD plan effectively implemented.

In terms of training implementation SDHR was a productive project, especially considering the staffing levels available and the less than optimal field conditions. A total of 500 training activities, mostly short courses for groups, are implemented at the end of the project.

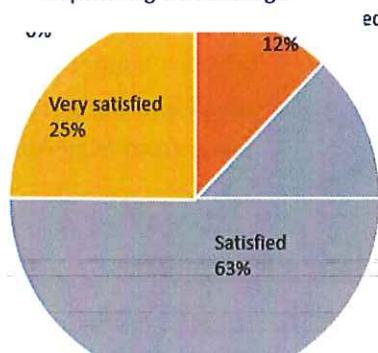
The originally planned number of activities and involved participants were considerably higher than the actual implementation figures. Reasons for decreasing the activities were:

- (1) Implementing organizationally relevant and effective courses take considerably more time than organizing a series of long-term scholarships.
- (2) The HR practices in the BOs were less advanced than expected during the formulation phase; national policies were available, not yet its implementation at BO level. This necessitated additional discussions during the planning and budgeting phase on what would be the best training solutions.
- (3) As there was a shortage of equipment for use after the training, 5% of the budget under this output area was allowed to be used for equipment.
- (4) Training providers were costlier than expected during the budgeting phase, so less staff could be trained
- (5) Deciding to include post training support (on- and off-site) had its cost implications. According to project data this coaching benefited ±1000 trainees but this number was not added to the total because the project did not have the means to assess how many people participated during the coaching.

Quality of training activities was ensured via a PCT guided tendering process for training service providers. Elements of this process:

- (1) Develop ToR for each training activity in consultation with the BO, mostly derived from the training plan. A total of 442 ToR were formulated.
- (2) Maximum 25 participants per training activity

Figure 8: Satisfaction that staff acquired right knowledge



- (3) Training materials to be delivered to PCT latest one week before start; quality check and ensure adult learning principles
- (4) Training report, evaluation and action plan formulation to be part of service provider's task

SDHR employed 25 training providers who had tendered for 30 training lots, covering 317 contracts.

Source : PCT, Enabel.

The BO participation and attendance rate was 90% on average which was a positive sign showing that the trainings were relevant and to the needs of the beneficiaries.

Output 4: Individual scholarships are managed.

Managing the individual scholarships is a left-over activity from the earlier scholarship strategy, initiated by the Belgian Embassy. In 2014 SDHR took over the scholarship programme. A total of 198 students enrolled in this programme of which 89 were selected in 2014 and using SDHR budget. Almost all students have finalized their studies, the last four will complete their studies in February 2020. Three scholarships took place in Tanzania, one in Kenya and the rest at Ugandan universities. Makerere University was most popular with 41 students. 131 scholarships were Master programmes, 65 Bachelor and 2 Post-Graduate. Sector distribution was health 122, education 57 and environment 19. The male-female ratio was 121-77.

2.2.4 To what extent did outputs contribute to the achievement of the outcome?

The project strategy is straightforward and clearly linked with the outputs which contributed to the achievement of the outcome. The first three outputs are three consecutive phases: once the BOs are selected, first assist them to identify improvement priorities, then jointly create plans and budget, and subsequently implement the training programme.

The support provided in phase 1 was fundamental to achievement of outcome as it helped the organisations to analyse their own organisation and prioritise improvement areas as a basic condition for focusing human resource development. In fact the identified improvement areas were used for defining the HRD/training plan.

All organisations developed HRD and training plans (output 2) based on their organisational improvement areas (output 1) using standard guidelines for HRD planning and budgeting developed by the project.

This process of on-site training and on-line coaching resulted in quality HRD and Training Plans that relates to the improvement goals and skills gaps of the organisation. Therefore the achievement of outcome in terms of "Increased skills of human resources of selected beneficiary institutes in the health, education and environment sectors" is high.

Regarding output (3) activities of the HRD and Training Plan were organized and the effect on the organisation was followed through action plans to ensure transfer of learning to the workplace. To effectively follow-up the training an action plan for linking training to performance were developed. This plan was the basis to follow-up transfer of learning. Follow-up sessions (coaching, mentoring) by training providers were provided although started only in November 2018 while training activities had been implemented from end of 2016. Although BOs were satisfied with the implementation of training activities, the transfer of learning was hindered by among many others inadequate equipment to practice acquired skills

In output (4) Scholarship Programmes & CD/OD programmes are in principle two separate activities with a different perspective. They should not necessarily be integrated in one programme although if the organisational development perspective is clear scholarships (>2 years) can be useful.

2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?

Phase 1: Identify general training needs

- (1) A large number of hand written applications yielded information that only a limited number of employees in many organisations had basic ICT skills. We therefore integrated the obligation to improve basic ICT skills in training planning for all organisations.
- (2) Identifying general needs is a must-do that provides the rationale for training projects.
- (3) Identifying general training needs requires adequate time and budgeting. Having organisations draft their own assessments and decide their own areas of improvement ensures ownership and builds a strong foundation rooted in capacity development.
- (4) Transversal themes (gender, HIV, environment, etc) need a proactive approach. These themes are an issue because they are neglected but crucial from a development perspective, see Annex XIII.

Phase 2: HRD/Training planning

- (1) The development of training plans and budgets requires time and a budget.
- (2) The ownership that comes from drafting plans and budgets develops the capacities of an organisation.
- (3) An organization's management must provide an environment that enables learning and development in order to influence change and transformation. Post training support should be defined in a plan and a reasonable budget must allow that it can happen.

- (4) Define preconditions (especially basic equipment) and prerequisites for effective learning and development and allow for a reasonable budget to ensure this preconditions.

Phase 3: Design training arrangements

- (1) Framework contracting was an organized way to roll out training and save time.
- (2) Some supporting tasks may be delegated to specialized service providers if you do not have skilled staff in areas such as purchasing air tickets and booking hotels, and in areas related to training delivery such as printing materials and certificates.
- (3) Do not underestimate the administrative workload that comes with procurement and contract management; provide enough human resources.
- (4) Having an in-country procurement unit available is crucial given public tendering is one of the main financial instruments.

3.1. Training development

- (1) Defining terms of reference for a training activity allowed to be more specific about a training and to take remedial actions if needed (to enhance cost-efficiency, to prevent not relevant participant to be present, to ensure the right training modality is used)
- (2) Training development time cannot be underestimated and some complaints were observed by training providers that too little time was provided. The general principle (adding one third of training delivery time for development and reporting) generally was useful but needs flexibility.
- (3) If expectations towards training materials are higher (for example a manual instead a presentation) more development time is needed.

3.2. Conduct training sessions

- (1) Quality assurance of training activities requires adequate time and budgeting. None of these parameters were planned for well in the original projects design of the SDHR. There is no need to be all the time at every training but it should be possible to perform regular spot-checks.
- (2) The availability of relevant materials on a broader scale may be considered; for example, through the establishment of a resource centre.
- (3) Training dates can change due to unplanned and uncontrolled events (mainly as effect of a decision of higher level in government). Some assurances for flexibility were built in the framework contract but one cannot expect full flexibility only from the service providers.
- (4) BOs at central level have generally less time available to be trained.

3.3. Training evaluation

- (1) Don't underestimate the function of M&E in projects where a multitude of trainings are planned.
- (2) Consider an M&E tool to measure the growing amount of data and documents generated in training projects, this tool should allow the project to report to partners.

3.4. Linking learning to performance

- (1) More attention needs to be paid to structured reflective practices and accountability at the level of beneficiary organisations.
- (2) The task of collecting stories to illustrate performance and objective improvements is specific and should not be underestimated.
- (3) Actions that link learning to employee performance need to be incorporated in a project's design and budget.

2.2.6 Assess the unexpected results, both negative and positive ones

Besides achieving its results, SDHR also contributed to a series of unintended results that may prove useful for future support programmes:

- (1) The training in project proposal writing – usually part of the leadership training – appeared a strong motivator for acquiring additional resources. It makes the BOs a little less dependent on national level funds;
- (2) The leadership training also motivated the DHO managers to initiate coordination efforts at district level to ensure better public services, e.g. coordination with agriculture, veterinary services and water & sanitation;
- (3) The DHOs and hospitals used their technical and supervisory training results towards improving the lower level health facilities. At the same time, trained staff initiated training activities towards staff in their organisation that were not trained;
- (4) The Ministries of Health and Education are realizing that SDHR has trained a number of managers and staff that can be used as trainer pool for the future
- (5) Some of the individuals that benefited from long term training have since been promoted to higher positions at the BOs and in some cases out of the beneficiary organization.
- (6) The first two phases of SDHR were equally part of the capacity building to the BOs. They picked skills of carrying out their own capacity assessments.
- (7) Some of the SDHR tools for example the assessment tool was adopted and used by the Ministry of Water and Environment to identifying the entire sector capacity development plans.
- (8) The gender training although it was a basic module has propelled some BOs to develop their own gender strategy.

2.2.7 Assess the Integration of Transversal Themes in the intervention strategy

The transversal themes as mentioned in the TFF are gender, environment, children's rights and HIV/AIDS. The project considered how to integrate these themes after realizing that they barely came out as training priorities in the organisational assessment and identification of the improvement areas. The Steering Committee approved the project's proposal to take a proactive position and address these themes per sector.

Subsequently, in September 2016, a backstopping mission (BSM) from Enabel HQ was organized to support the project in the development of a training programme related to the transversal themes³. This mission proposed the development of a proactive training offer to ensure that the ambitions expressed in the indicator "number of training activities organized addressing cross-cutting aspects" are met.

As a result, the project developed stand-alone modules for each of the theme. These tailor-made 3-day programmes were delivered as a bonus training. 45 trainings (3 days gender training) organized in 42 BOs and environment (energy efficiency, waste management, occupational health and safety), were implemented. An action plan resulting from these trainings is being put in into practice by the BOs. A telling example of training effect comes from the Uganda National Meteorological Authority, one of the BOs. After the gender training the management has put in place a gender committee to analyze the internal gender situation. This committee has organized an internal workshop for management and staff to develop a strategy of gender mainstreaming. The costs for this workshop will be paid by the organisation itself and through a letter the PCT was invited to join. See figure 6 Showing the staff and management of UNMA during a gender mainstreaming training at Esella Hotel in Kampala. Another example involves the staff of NTC Mubende. After a gender training, they embarked on a campaign to keep the girl child in school. They organized a training for the students in the college to make reusable pads that will be distributed to primary schools neighboring the college. See figure 7 with students making reusable pads following a training in gender for the lecturers at NTC Mubende.

In cooperation with the Ministry of Gender, Labor and Social Development (MoGLSD), water and environment, communication messages in gender and environment were developed and integrated in the training as discussion materials. For an example see Figure 11. All communication messages for Transversal themes are in Annex XIV.

³ Improving the quality of the working environment as a means for improving the quality of service; SDHR proactive offer for training on transversal themes, Mission Report, September 2016.

Figure 10: Staff of UNMA attending a workshop to develop a gender strategy in the authority.



Figure 11: Students making of sanitary pads under the guidance of one of the participants that took part in the gender training ate NTC Mubende



Figure 11: Communication Message on fighting gender based violence

Fight gender inequality, don't abuse your power

Sexual harassment is a criminal offence with penalties of up to 14 years of imprisonment, but the law is not effectively enforced. Sexual harassment is reportedly widespread in schools, hospitals and workplaces. - US Department of State (2013)

Due to the high level of unemployment in the country, many girls and women are sexually exploited while searching for employment. - Ministry of gender, Labour and social development (2011)

Boys earned	Girls earned
1.0	0.6
0.8	0.4
0.6	0.2
0.4	
0.2	
0.0	

In sub-Saharan Africa, the average unadjusted gender pay gap is estimated at 39%. Thus, for every £1 earned by men in manufacturing, services and trade, women earn 70 cents.

- UNDP, 2016

22% of positions on decision making levels in administration and managerial positions are occupied by women

- UNDP, 2016

Enabel

Concerning female participation in HR and CD issues within the BOs, the 40% female participation in the courses was a positive sign. We may safely conclude that organisation & management issues at the SDHR supported BOs, are to a considerable extent, covered by female staff and managers.

2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

M&E: Theory of Change was conducted at the start of the project which led to preparation of the **baseline report** and review of M&E framework and M&E tools. Consequently, the project proactively adopted strategies, activities and updated its risk analysis. This redesign took into account the actual development level of each organisation and ensured adequate interventions and as such full achievement of the outcomes.

The Results report, is prepared on annual basis and contains the strategic orientations and steering of the project. It provided also the recommendations for strategic decisions of the steering committee.

The project Reviews were conducted on **mid-term (mid-term review)** in 2018 and at the end of the project (**final evaluation**) in 2019 by independent consultants, and their reports shared with steering committee. The MTR made suggestions on the strategic direction of the project for the remaining half term. Most important was the need to incorporate fourth phase of the project concerning the transfer of learning to the beneficiary organisation work environment. Secondly, was strengthening of synergies with the other Enabel interventions.

The end term review focused on the issues of sustainability and capitalization of lessons learned for the future. The recommendations were accepted by both the HQ and the project implementation team.

Financial and systems audits: two audits were conducted by independent firm. The first one in November 2015 by the Belgian Court of Auditors (Belgian Cour des Comptes) and the second one in 2016 by Moore Stephens LLP. In both audits, there were no findings with remarks on both financial and management controls.

Backstopping missions: 2 Backstopping missions were conducted by HQ experts over the years of the project with reports shared with project. Backstopping mission on strategy for incorporating transversal themes within the project was very fundamental: it led to the implementation of specific transversal themes in areas of gender, digitalization, environment and waste management across all the 49 organisations. There was another important mission for capitalization of the project achievements and lessons learned. The product of this mission was a comprehensive document detailing all the project processes, achievements and lessons learned. Lastly, some of the missions provided guidance to the project management team on strategic issues in the fields of training and operational management.

Findings and recommendations of each of the above exercises were shared and discussed at the project **Steering Committee** which met regularly on a six-monthly basis from 2014 onwards. Towards the end of the project, additional steering committee were held on adhoc basis. The decisions are recorded in the project Steering Committee minutes and the SC decisions matrix.

3 Sustainability

3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

Although the project has concentrated more on the internal functioning of organizations and systems (structures, strategies, staff, skills, attitudes, etc.) financial/economic viability to maintain and reproduce the benefits of SDHR in the long run, is not guaranteed. The main risk relates to the very low investment in HRD by the target ministries. This might imply that the project is reduced to a one off HRD-intervention when continuous budget is not available for the selected beneficiary organisations any more. According to ETR:

The four main factors facilitating lasting change within the BOs are not sufficiently available:

- *Training and organisation development support financed via the national/district budget;*
- *Equipment needs adequately covered by the national/district budget;*
- *Staffing norms adjusted to the current service delivery needs;*
- *Local organisations becoming more effective in local resource mobilisation.*

Since the SDHR-project has limited leverage on the national budget framework and national decision on investments in training, the project focused on the aims of the national training policy to improve training provision and raised the lack of training funding and training coordination to national stakeholders through its steering committee level.

3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

The SDHR-project opted for a participatory approach asking organisations to assess their own organisational situation, set their own improvement goals linked to these goals and identify related knowledge and skills gaps. The project also planned for flexible post-training coaching by training providers. One of the main reasons to use this strategy was to create more ownership.

The TFF ascribed operational responsibility to three temporary Sector Technical Committees (STC) with senior members from the respective Line Ministries. The STCs' aim was to ensure ownership, create linkages between the field level BOs and the policy environment in the capital, and take joint decisions with the PCT on implementation issues. In practice, the STC members were also PSC members and since their high ranking in the government were not in the position to be fully involved in field-policy linkages and in project level decision making. The field-policy linkages got reduced to a minimum. The lack of links between field and capital are the main risk of the intervention regarding ownership.

Regular reporting, project steering committees, meetings at different level and knowledge

sharing platform accessible to BOs and central level were put in place to enhance ownership.

3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?

In its efforts to develop capacities at national level, the GoU through the MoPS drafted and formulated the National Training Policy in 2006 though it has not been implemented to date. MoPS have the mandate to create changes in the HR institutional framework and implement the policy however they face several challenges to implement the policy.

The MoPS was not part of the PSC from the start of the project but after a letter from the MoPS Permanent Secretary in November 2014, explaining their role in national HR and requesting to be part of the support process on policy matters, the project suggested to invite MoPS to the PSC meetings; the first PSC meeting with MoPS participation was in August 2018. MoPS was active in the PSC and interested to cooperate with Enabel. With budget from the Study Fund a tender was announced in May 2019 for developing an HR framework jointly with the MoPS.

The involvement and interest of MoPS in the project opens up a possibility to improve the national frameworks and governance in HRD. Maintain and increase the collaboration between Enabel and MoPS in future interventions has been one of the key recommendations of the ETR. A feasibility study was also a recommendation in order to minimize potential risk.

3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?

At BO level, the project had stimulated the formation of Working Groups (guided by the single point of contact- SPOC) responsible for organising the activities from their side and follow-up on the action plans formulated after each training activity. These working groups have remained the entry points for PCT and training providers; they monitored their own progress and provided information to the PCT for overall SDHR monitoring. They were also in charge of the planning, budgeting process and follow-up of all activities of the projects in their institutions. For the BOs, developing and monitoring the implementation of all these tools has been a capacity building process for the managers and SPOCS in itself.

Employee performance improvement is about change and change will only happen when there is some minimal enabling environment. Management of an organisation plays a key role in creating such an environment. The SDHR project experienced this management requirement was often not fulfilled and certainly not a given. Specific efforts were

undertaken to enhance management involvement. For that purpose the project organized general meetings with management and HR of the beneficiary organisations and invest time and other resources in keeping them involved and aware of project activities. This allowed for cross learning and cross accountability.

4 Learning

4.1 Lessons Learned

In its capitalization report⁴, SDHR has not only explained its approach in working with a large number of local organisations towards improved performance, it also lists per development phase a series of lessons at operational level and lessons to be considered for future programming. A summary of some of the lessons for future programming are listed below:

- (1) Training is about adult learning. Adults come to a learning situation with their own priorities and attitudes. They are ready to learn when they decide to open their minds and spirits to it. How can you get them to do this, especially if they are determined not to do so?
- (2) Involve the right national stakeholders and negotiate a higher involvement (of line ministries). If a national training policy exists, then the responsible ministry should be part of the project.
- (3) In selecting beneficiary organisations assess their readiness for change. Without readiness you better not engage with an organisation as it will imply a waste of time and money.
- (4) Training provision needs strong engaging training providers. First, for a training project selecting these providers is a key task. The volume of tender work and contract management cannot be underestimated for training projects that have a significant budget to be spent on training multiple organisations in multiple sectors. Secondly, Enabel should reflect on the instruments to engage training providers: are there other instruments that need to be developed?
- (5) Tendering, contract management, training planning, and organisation and follow-up for a wide variety of 49 organisations in multiple sectors located all over the country implies quite some work. This was strongly underestimated. Any training program needs better workforce planning based on a more correct estimate of the workload
- (6) How to get more government buy-in: SDHR implementation has realised that lasting effects of training to local organisations needs more buy-in from the side of the government, more than involvement as PSC members and the initially planned STCs. Discussions with PSC members and chairman confirm the need for more support actions at national level. Not only in training, but also in getting CD higher on the (budget) agenda.

⁴ *Helping people becoming better at their job: Training and development in the workplace in 49 Ugandan organisations. Lessons from SDHR, Updated version, June 2019.*

- (7) Data-base crucial for a large training programme. Project implementation benefitted considerably from the elaborate training data-base. This M&E tool was designed rather late in the project so at the end it was still under development. It would have been better if this tool was part of outputs 1 and 2 activities. The data-base is a good example to be used by other similar projects.
- (8) Mutual learning among BOs: Regular joint events among all BOs were planned with the objective to learn from each other's experiences. This appeared less the case than anticipated. Exchanges among sectors, or even sub-sectors like DHOs, hospitals, VTIs and NTCs, might have been better
- (9) Identification of general training needs is a must-do step for every training project, providing it with its rationale. Not doing this step well implies taking the risk that a training project might start training without a clear rationale. On the other hand some of the HR context analysis can be done at project formulation allowing for faster start-up.
- (10) Identification of general training needs takes time and budget. None of these parameters were planned for well in the original project design of SDHR.
- (11) Ensuring ownership creates a strong foundation for capacity development. The principle that organisations (working groups), and not external consultants, drafted their own assessment and decided on their own improvement areas proved to be crucial. This approach is not only more expensive but often creates less ownership. We however cross checked by an external consultant the self-assessment scores for TVET institutions. Scores varied only slightly and not sufficient enough to motivate mainstreaming external assessors.
- (12) Transversal themes need a proactive approach. These themes are an issue because they are neglected but crucial from a development perspective.
- (13) Working with a single point of contact per organisation is crucial as the training project had no staff in all organisations. Where sector projects are having staff on the ground this staff needs to be engaged in this process too.
- (14) For assessing applications from different sectors, assessors need a technical background to be able to appraise problem definition and skill gap definition. Good composition of sector committees is crucial and cooperation from sector projects is important.
- (15) To speed up the analysis and arriving faster to training needs identification, the call procedure proved to be time consuming. Training all organisations at the start would have enhanced the understanding. Although this can be considered from an efficiency perspective, it likely would cover up to a certain extent the readiness of change of organisations and it allows less insight in the real status of the knowledge and skills base of employees.

4.2 Recommendations

SDHR was a pilot. A pilot for Enabel to gain experience with another strategy to work on CD support, and for GoU institutions to gauge implications of this approach for national level organisations. In case Enabel and GoU wishes to continue and use the pilot results for a new CD support programme, we would recommend it takes into account the following elements:

Table 6 – recommendations:

Recommendation	Source	Target Audience
Focus the national level support on MoPS and the HR departments of MoH and MoEs. The higher-level managers of these agencies are aware of the directions they wish to go, but need organisational support for their staff and to create capacities for adjusting laws, norms, coordination among government agencies and policy implementation. For instance, there is a training policy but no implementation; staffing norms are not yet adjusted to the current needs;	End of project report	Project Committee
The other two ministries involved in making HR and CD activities work at field level are the Ministry of Local Government (guiding district level implementation) and the MoFPED. This Ministry is requested to co-finance the programme, ensuring proper attention from the GoU side.	End of project report	Project Committee
Start with the HR and CD needs of the BOs, in order to be as practical as possible. Many of them have become better functioning organisations but would need national level support to create continuity. Their ideas would be leading in a future programme. A good number of them have become assertive enough to be effective dialogue partners with national agencies;	End of project report	Project Committee
Because ICT has been a very effective component of SDHR, and information technology is a key priority area in NDP III, the Ministry of ICT is suggested to have a role as well. Not only to guide computerisation of the local agencies, but also to set	End of project report	Project Committee

up blended learning programmes that will create a more effective training infrastructure;		
As indicators for a new programme, besides the organisational effectiveness measures, we may look at the e-governance ratings as reflected in the UN e-governance survey 2018;	End of project report	Project Steering Committee
Finally, since innovation in the civil service is a topic that is addressed in other African countries already for some time (e.g. Kenya, Ghana), it is suggested to include a South-South learning component in a new CD support programme.	End of project report	Project Steering Committee
Take a more than average feasibility and formulation period, which is possible because of the portfolio preparation period in 2020. A longer period is needed to get all parties aligned in the same direction. ‘Silos’ can only be broken if the constituting partners see the benefit of creating a (temporary) alliance. Local consultants may assist in this preparatory process;	End of project report	Enabel H/Q
The lack of (quality) equipment appeared a major constraint in SDHR. Equipment financing is not a default DP responsibility; it is an important issue at the start of this programme;	End of project report	Enabel H/Q
Have a longer-term view, e.g. 5 or 7 years, but be flexible in its implementation. Contexts in these kinds of programmes usually change which creates a need for project governance or content adjustments. Also skills gaps change over time. Annual progress and planning events might be suitable in this case. The theory of change is helpful in this process, it provides the basis for reflecting on the intervention logic and assumptions of the change process;	End of project report	Enabel H/Q
A focus on blended learning (combination face-to-face and long distance) is a way to make the Belgian strategies on supporting digitisation and innovation more operational;	End of project report	Enabel H/Q
Financing flexibility as was possible with the Study Fund can be integrated in the	End of project	Enabel H/Q

Uganda portfolio, from which also the CD support activities of sector programmes may benefit.	report	
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PART 2: Synthesis of (operational) monitoring

1 Follow-up of decisions by the JLCB

A detailed report on the follow up of the decisions by the JLCB is attached:

Nº	Decision	Identification period (mmnn.yy)			Source*	Actor	Action(s)	Action			Follow-up	Status
		Decision	Identification period (mmnn.yy)	Action(s)				Resp.	Deadline	Progress		
72	SDHR to share a much more detailed report of the lessons learnt.	Aug-19	JCLB	JCLB			Plan and present a more detailed report on project progress and lessons learnt with the MoPS.	PC & NTA	Q4 2019	This was done and completed	CLOSED	
							Share the summary assessment reports in the coming steering committee meeting	PC & NTA	Q4 2019	This was done and completed	CLOSED	
							The SDHR project to share detailed TNA results; the initial and post training TNA reports	PC & NTA	Q4 2019	This was done and completed	CLOSED	
69	SDHR Restructure	Project Aug-19	JCLB	JCLB			MoPS to take lead in spearheading total ownership and sustainability of the changes realized by the SDHR Project	PC & NTA	Q4 2019	The project has designed an exit strategy showing the lessons learnt, the capitalisation reports and the learning platform. The project tools and training materials will be handed over to MoPS for dissemination to other employees in different ministries.	CLOSED	
							Ensure proper scheduling in order not to overwhelm the remaining staff.	PC and HR	Q4 2019	This was done and completed	CLOSED	
							Make redundant the positions of	PC and HR	Q4 2019	This was done and	CLOSED	

		training officers (2) National Junior-communication officer			completed	
		Reduce to 0 the contribution of 33% of the salary for the ICT Officer as well as the contribution of the driver from 100% to 50%.	PC and HR	Q4 2019	This was done and completed	CLOSED
		Seek appropriate legal advice regarding the above 2 points.	PC and HR	Q4 2019	This was done and completed	CLOSED
		Ensure legal opinion and support engage the process.	PC and HR	Q4 2019	This was done and completed	CLOSED
67	Consider 6.815 trainees as final target value for the indicator "number of trainees" of Result 3-Activities selected from the HRD plan effectively implemented.	Feb-19	JCLB	M&E and PC	The SDHR managed to train 5,618 participants.	CLOSED
66	Start to implement attachments and study tours for technical courses where there are no providers.	Feb-19	JCLB	PC	This was done and completed	CLOSED
65	Allocate the remaining budget under A_01_2 (40,000 €) to reviewing the human resources capacity development policies in the Ministry of Public Service in two	February 2019.	JCLB	PC	A concept paper written by the Ministry of Public Service requesting for support and funding was submitted and approved by the SC members. The assignment for development of a Capacity Building Framework and Plan is ongoing	CLOSED
		Present the proposal to the Steering	HRM MoPs	Q1 2019.	This was done and	CLOSED

	areas ; Development of a competence framework and Development of a capacity building framework	committee members on March 19th March 2019.			completed	
	Arrange and coordinate a meeting to review competence framework and development of a capacity building framework.	PC and HRM Mops	Q1 2019.	This was done and completed	CLOSED	
	Share the concept paper written by the Ministry of Public Service requesting for support and funding of the development of a competence framework and development of a capacity building framework.	PC	Q1 2019.	The steering committee Members suggested that the study fund project fully funds the activity.	CLOSED	
	Enabel and MoFPED to follow-up the increased involvement of Mops at the next policy dialogue between Uganda and Belgium	RR/PCT	Q4 2018	The ministry of Public Service is being supported to conduct a training needs analysis exercise and develop a capacity building program.	CLOSED	
64	The ministry of public service needs to be deliberately involved in the project activities.	JCLB	JCLB	Q3 2019	This was done and completed	CLOSED
61	Present the main findings of the equipment review exercise per sector was approved.	JCLB	JCLB	Q3 2018	This has been done effectively. Each BC will get a report with a compilation for their implementation status so far. They will be asked to continue and sustain what is being done.	CLOSED
60	Follow-up on the MTR recommendations to follow up the trainings implemented	JCLB	JCLB	Q1 2019	This was done and completed	CLOSED
59	Inclusion of a realistic target indicator on number of trainees considering the	JCLB	JCLB	Q1 2019	Present the status of final target figure in the next steering committee meeting supported by clear data of the remaining budget	CLOSED

	available budget.						
56	Ensure equal opportunity to all the planned trainings	Oct-18	JCLB	JCLB	Use the data on current staff list of BOs employees to make decisions on gender balance during trainings.	PCT together with MoPs	Q3 2018
55	Support the implementation of the action plans, enhance accountability and train in transversal themes and ICT for 20 BOs that have implemented training activities of 40- 100%	Jan-19	JCLB	JCLB	Coach, follow-up the implementation of action plans, implement ICT and transversal themes training workshops.	SDHR Project team	Q1 2019
54	Improve the implementation of training activities up to at least 50% in 29 BOs by that have implemented activities of 0 – 39%.	Jan-19	JCLB	JCLB	Target to reach at least 50% of HRD plan implementation	SDHR Project team	Q1 2019
53	Ensure quality trainings, facilitate proper transition of the activities to the BOs for sustainability	Feb-20	JCLB	JCLB	Extend the project 12 months until March 2020.	SDHR Project team	Q1 2020
52	Use the budget reserve to enhance general means (human resources, operational costs, etc)	Feb-20	JCLB	JCLB	Modify the budget to support the proposal to extend the project 12 months until March 2020	ICFE and PCT	Q1 2020

	Review the SDHR project outcome target	Feb-18	JLCB	Measure the Outcome target indicator in Q4 2018 Explain the scale in the footnote of the results report of 2017.	PCT and M&E	Q4 2018	This was done and completed	CLOSED
51				The suggested outcome targets should be incorporated in the results framework.	PCT and M&E	Feb-18	This was done and completed	CLOSED
	Develop an effective communications strategy to roll out the new Enabel brand and name	Feb-18	JLCB	Use of print media for a press release where Enable can put together stories of change and insert them in the most regular and widely read newspaper in the country	RR/PCT	Feb-18	This was done and completed	CLOSED
50			JLCB	Develop a deliberate strategy to emphasize the reason why there was a change in both the name and the brand for the public to appreciate and embrace it faster.	RR/PCT	Feb-18	This was done and completed	CLOSED
	Halt funding to HMDC	Oct-17	JLCB	Respect the decision of the Special Partner Committee to discontinue funding the facility.	CHAIR / PC	Q4 2017	A letter was sent to HMDC by Enabel	CLOSED
45	Include VTI in Karamoja, without affecting the SDHR budget.	Oct-17	JLCB	Inform SSU Steering committee about the decision	PCT	Q4 2017		CLOSED
44							Trainings on waste management and energy efficiency conducted. Mainstreaming in HR and leadership courses planned through procurement, Trainers available through Framework contract UGA 317.	
43	Follow-up of proactive approach Transversal Themes	Oct-17	JLCB	Inform SC on progress of the proactive approach to Transversal Themes	PCT	Q1 2018		CLOSED
				The project will engage in continuous discussions with the environment sector	PCT / MOWE	Q1 2018	This was done and completed	

				and take care of double funding issues in case they come up.			
				Critically analyse the existing training initiatives in the sector and exclude what has been done by the ministry already.	PCT / MOWE	Q1 2018	This was done and completed
				Fast track the mission on transversal themes planned in the month of March 2018.	PCT	Q1 2018	ToT workshop with the participation of line ministers was done and training materials are under review by Ministries and Enabel HQ. Trainings are expected to start in August 2018.
41	Approval of the budget modification proposal	Oct-17	JLCB	Implement the actions that come with the decision	PCT	Q4 2017	Modifications processed in FIT CLOSED
				Formal and transparent agreement on it (1 page contract signed by both the organisation (director), the CCT member and Enabel)	PCT	Q4 2017	An MoU addendum has been signed and all members of the CCT are now getting money for the coordination allowances
40	Compensate small costs made by the CCT members	Oct-17	JLCB	Buy an internet stick for all CCT members (70,000 UGX each)	PCT	Q4 2017	The internet sticks are out of stock currently but the processes of acquiring them have started CLOSED
38	Projects should show that good practices are implemented in	Apr-17	SPC	255,500 UGX per person per quarter. Trimester payment of a lump sum through Mobile Money. The payment will be split into 2 payments: the part of airtime will be sent to the numbers as a monthly bundle	PCT	Q1 2018	This fee was paid in the month of October 2017 after approval by the STC.
				GBV included in transversal proactive training proposal	PCT	End Q3 2017	Procurement finalised. To be taken up in the transversal approach (see above). CLOSED

	areas of gender and GBV / Line ministries should develop a tracking matrix for the Belgian funded projects to ensure that actions are taken to address gender based violence at their institutions.	Training programs in the short courses on Leadership, M&E, Human Resource Management and proposal writing and strategy development include elements of transversal themes.	PCT	Q1 2018	The courses are designed with elements on transversal themes incorporated and planning is done to implement the most critical actions.	
	ToT to develop a curriculum with the a participation of the three line ministries and ministry of gender	PCT	Q2 2018	Curriculum designed, training providers trained and three days training for each BO planned. Trainings to start on August 2018.		
					The Action Plan for Linking Learning to Performance is the concrete basis for follow-up within the organisation (by the working group) and by the project team. The Action Plan for Linking Learning to Performance is not mentioned in the project indicators and could be picked-up.	CLOSED
					Engage the working groups in the follow-up of training and consider training them, focus on developing the Action Plan and follow-up its implementation.	
33	Follow-up MTR	Feb-17	JLCB	Q3 2018	For TTE a joint letter was developed and sent to NTC principals and monthly coordination meetings ongoing. SDHR Participates in SSU Planning meetings.	
					Formalize the link with the sector projects so that their field staff can be engaged in follow-up.	From now onwards
					As almost all organisations are shared with the sector projects, more leverage in terms of support can be expected from the respective sector steering	CO-CHAIR
					Participation in SC Education program and the respective management committees	From now onwards

	committees.			of TTE and SSU, still no involvement in SC of Health
	Enhance the team capacity. Recruit 3 instead of 1 Training Assistant, work station = Kampala with frequent travel up-country and extend the contract of the ITA to the end of the project period.	Enabel	Q1 – Q2 2017	Closed
	Verify equipment needs through a consultancy. If verification proves additional investment in equipment is needed then there are 2 options: ensure investments from sector projects AND/OR enhance the expenditure threshold within the training plans (implying less training events per plan implemented).	PCT	Q1 2017– Q1 2018	Closed
	Allow flexibility around age limit for people over 40 years for long-term training = no flexibility for full-time courses but flexibility for part-time (weekend/evening courses).	PCT	ongoing	Closed
	Create a monitoring system for follow-up of BO-engagement with reporting on the status to Steering Committee. Evaluation of the engagement of the organisations (with actions such as budget modifications at the level of training budget per organisation) beginning 2018.	PCT	From now onwards	Training and budget trackers (tool) for each BO showing the status of their training plan and budget are in place and permanently updated.
	Formal engagement of SDHR in all relevant meetings of sector project/programs. Strengthen the SDHR-agenda in those meetings. Formal agreement of collaboration between SDHR and projects.	CO-CHAIR	From now onwards	For all education projects participation to their management meetings is ongoing. For Health no formal engagement yet.

			MoFPED to facilitate inter-ministerial dialogues.	PCT	From now onwards	Closed (Integrated in Decision 39)
			Develop with the CCT a concrete policy agenda on a few strategic HR and CD related topics (on budget of A_01_02 / study fund) (agenda points can be for example: bonding, institutional diagnosis of the civil service system (strategic HR management ...)).	PCT	Q2 2017	Closed (Integrated in Decision 39)
			Formal and transparent agreement on it (1 page contract signed by both the organisation (director), the SPOC and Enabel)	PCT	Q1 2017	Realized
			Buy an internet stick for all SPOCs (70.000 UGX each)	PCT	Q2 2017	Realized.
32	Compensate small costs made by the SPOCS	Feb-17	JLCB 335,000 UGX and 255,500 UGX per person per quarter for the Hard to Reach BOs and NOT Hard to Reach BOs respectively. Trimester payment of a lump sum to the SPOCs through Mobile Money. The payment will be split into 2 payments: the part of airtime will be sent to the SPOCs numbers as a monthly bundle	JLCB	Q2 2017	Realized
			The project will engage in continuous discussions with the environment sector and take care of double funding issues in case they come up.	PCT / MOWE	Q1 2017	CLOSED
30	Approval of proactive approach Transversal Themes	Oct-16	JLCB	JLCB	PCT / MOWE	Q1 2017
29	Approval of proposal update	Oct-16	JLCB	JLCB	PCT	Q1-Q2 2017
			Assess the HR needs of the project during the midterm review and assess	MTR / SC	Q1 2017	CLOSED

	HR-plan			the recommendations of the midterm review.			
				Develop a job description and profile for a training assistant and include the role to cater also for quality assurance issues and M&E + recruitment.	PC/RESREP	Q4 2016	
				Extend the contract of the Scholarship Officer until the project ends (addendum).	PC/RESREP	Q4 2016	
28	Mid-Term Review	Oct-16	JLCB	Share the results of the MTR in the next SC meeting scheduled for February 2017.	SC	Q1 2017	CLOSED
27	Approval update financial manual	Oct-16	JLCB	Include the updates in the manual and distribute a copy to all members. Include the reference to the market study in the update.	PC	Q4 2016	CLOSED
26	Inclusion of Transversal Themes - SC (11th February 2016)	Feb-16	JLCB	Develop a proactive training offer to ensure that the ambitions expressed in the indicator "number of training activities organized addressing cross-cutting aspects" are met.	PCT	Q4 2016	CLOSED
25	Participation of MoPS in the project - SC (11th February 2016)	Feb-16	JLCB	Enabel will write a letter responding to the requests of MoPS (MoPs will participate in the SDHR on the Steering Committee and Sectorial Technical Committee, they will not be considered as an additional BO but will be considered for relevant matters related to Human resource development (policy development ...))	ResRep / PO	February – March 2016	CLOSED
24	Proposed Update to HR Plan - coordination of ICT-training - SC (11th February 2016)	Feb-16	JLCB	Include a provision for a project manager at the side of the service provider for coordination of ICT-training (include in the tender). Discuss the situation and options in the Co-Coordination Team. The additional	PCT	Q1 2017	CLOSED

				On Performance output 4, make a detailed presentation of the Alumni disaggregated by gender, courses undertaken, time period and % of those that have responded to the survey.	PCT	Q4 2016
19	Approval of update of HR-planning - SC 4 (28th September 2015)	Sep-15	JLCB	Arrangements to formalize attachment of the Regional Financial and Administrative Officer (mr. Hannes Decraene) to the project team with 5-10% of his time until the end of the project	Resrep	1/1/2016
17	Basic ICT-skills for Beneficiary Organisations - SC 4 (28th September 2015)	Sep-15	JLCB	Start with a ICT-basic skills-training programme for relevant cadres in all beneficiary organisations	PCT	Q1 2016
15	Ensure efficient and effective approval processes by line ministries - SC 4 (28th September 2015)	Sep-15	JLCB	Reemphasise the role of STC and their supportive and informative role to the Permanent Secretaries in order to get their quick action. If needed, STC and MOFPED will take necessary action to facilitate swift approvals.	PC MOFPED	Q1 2016
14	Approval budget modification - SC 4 (28th September 2015)	Sep-15	JLCB	Insert budget modification in FIT (additional funding Scholarship officer to take from budget reserve)	PC	Q1 2016
13	Approval M&E Toolbox - SC 4 (28th September 2015)	Sep-15	JLCB	All PSC-members provide comments	PSC	Q1 2016
12	Ensure use of the available training budget - SC 4 (28th September 2015)	Sep-15	JLCB	Develop a strategy note on the situation	PC	1/1/2016

11	Ensure maximum efficiency and delivery of the project - SC 4 (28th September 2015)	Sep-15	JLCB	JLCB	Monitor the performance of the current team and revert to the Steering committee for advise should there be urgent need to enhance its performance	PC	1/1/2016	CLOSED
10	Approval Project Operational Manual -SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	All PSC-members provide comments	PSC	2/20/2015	CLOSED
9	Approval of update of HR-planning -SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Extension of the scholarships officer until end 2016 Transition of the scholarship officer to training officer (through recruitment) Change the functions of the Project Officer to Training Manager Organize the procurement support within Enabel office in the meantime was approved	PCT	Q3 2016	
8	Validation of selection of Beneficiary Institutions - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	MOH to present its selection officially	MOH	2/20/2015	CLOSED
7	Start-up with a co-coordination team - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to nominate CCT-members	MIN	Q3 2016	CLOSED
5	Change the beneficiary of the activity A_01_02 (Development of policy, strategy and set of tools) from STC to HRD division and the Training	Feb-15	JLCB	JLCB	Change wording in next year's operational planning / analyze specificity of the activity next to activities in Result 3	PCT	Q3 2016	CLOSED

	Committee of each ministry - SC 3 (13th February 2015)					
3	Handover the responsibility of selecting beneficiary organizations from the STC to the line-ministry (with a validation by the PSC as planned for) - SC 3 (13th February 2015)	Feb-15	JLCB	JLCB	Ministries to confirm their selection decisions	MIN Q3 2016
2	Approval of individual scholarships in 2014 - SC 2 (22th August 2014)	Aug-14	JLCB	JLCB	Instruct STCs in installation meeting	MIN 5/1/2015
1	Organize extra call for individual scholarships in 2014 for 1M Euros in priority training areas per sector - SC 1 (27th May 2014)	May-14	JLCB	JLCB	Drop 10 slots for short training courses for MoESTS /HQ staff and replace by LT training course Notify beneficiaries and start contracting SO Review award of scholarship to private sector (Petroleum Studies) and Health sector (Msc Clinical Epidemiology and Biostats)	MoES Q1 2015 SO 31/10/2014 PCT Q1 2015
					Revision training areas Post advert and organise preselection	MIN 28/05/2014 JM 2/6/2014
					Nominate names of staff that assist to selection process	MIN Q1 2015

2 Expenses (Dec 2019)

Support to the Development of the Human Resources of Beneficiary Organisations (SD-HR)		Budget	Actuals 2019	Balance
A - Activities		4.694.710	4.599.224	95.486
01 Result 1 : STCs are equipped to select BIs		246.520	204.586	41.934
02 Development of policy, strategy and set of tools		1.000	512	488
03 STCs select potential Bis		60.520	21.048	39.472
04 Support of Bis to submit organisational development plan		5.000	4.981	19
02 Result 2 : Selected Bis have capacities to develop HR plan and assessment		180.000	178.045	1.955
01 Potential Bis are informed		211.000	211.134	(134)
02 Potential Bis are requested to submit their plans		211.000	210.798	202
03 Support to improve HR plans and needs assessments		-	-	-
04 Submission of final training proposals		-	336	(336)
03 Result 3 : A number of trainings is financed and monitored		3.147.690	3.146.357	833
01 Select training activities		45.000	43.999	1.001
02 Support implementation of training activities		3.034.690	3.044.741	(10.051)
03 Support the implementation of M&E system		68.000	58.117	9.883
04 Result 4 : On-going scholarships are managed		1.089.500	1.036.647	52.853
01 Health sector		578.500	544.999	33.501
02 Education sector		343.000	336.149	6.551
03 Environment sector		137.000	137.090	(90)
04 Alumni Network		31.000	18.109	12.891
B - VAT REFUND		27.622	(27.622)	
01 VAT Refund		-	27.622	(27.622)
X Budget reserve		-	-	
01 Budget reserve		-	-	-
Z General means		1.787.888	1.714.070	73.818
01 Human resources		1.282.420	1.224.384	58.036
01 National Project officer		107.000	124.492	(17.492)
02 National Scholarship officer		99.000	99.746	(746)
03 Admin and accountant officer		101.500	99.664	1.836
04 International expert capacity development		781.920	675.502	56.418
05 Support staff		243.000	224.980	18.020
02 Investments		123.000	117.378	5.622
01 Vehicles		28.000	27.045	955
02 Office equipment		15.000	11.541	3.459
03 IT equipment		50.000	49.765	235
04 Office rehabilitation		30.000	29.026	974
03 Operating costs		288.468	259.702	(21.234)
01 Office rent		56.000	80.294	(24.294)
02 Services and maintenance costs		9.500	7.276	2.224
03 Vehicle running costs		27.000	27.852	(852)
04 Communications incl. Internet		48.000	47.523	4.77
05 Office supplies		31.000	23.598	7.402
06 Missions		47.000	45.128	1.872
07 Training		14.468	14.063	405
08 Bank costs		5.500	13.969	(8.469)
04 Audit and M&E		144.000	118.305	25.695
01 Baseline and follow-up		12.000	11.880	120
02 M&E		73.785	75.973	(2.188)
03 Audit		29.215	9.215	20.000
04 Backstopping		29.000	21.237	7.763
Conversion rate adjustment		(5.699)	5.699	5.699
TOTAL		6.482.598	6.340.916	141.682

3 Disbursement rate of the intervention

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	6,482,698	6,340,916	98,7%	Dec 2019
Contribution of the Partner Country	x	x	x	
Other source	x	x	x	

4 Personnel of the intervention

Personnel title and name	Name	First name	M/F	Start	End	Type
Project Coordinator	Van Damme	Wouter	M	1/09/2014	31/10/2017	International experts (ENABEL)
Project Coordinator	Pedreira	Bieito	M	1/01/2018	29/02/2020	International experts (ENABEL)
National Training Assistant	Nkwasire	Elizabeth	F	1/09/2015	29/02/2020	Training personnel, locally recruited:
Training Officer	Murekatete	Juliet	F	1/07/2014	29/02/2020	Training personnel, locally recruited
Accountant and Administration Officer	Agaba	David	M	1/10/2014	30/10/2017	Support personnel, locally recruited by ENABEL:
Driver/logistician	Rubongoya	George	M	1/12/2014	30/10/2019	Support personnel, locally recruited by ENABEL
Training Officer	Lukwago	Julius	M	1/04/2017	30/10/2019	Training personnel, locally recruited
Training Officer	Igella	Evelyn	F	1/04/2017	3/09/2018	Training personnel, locally recruited
Training Officer	Kisoma	Robert	M	1/04/2017	2/04/2019	Training personnel, locally recruited
Training Officer	Oloya	Catherine	F	1/10/2018	30/10/2019	Training personnel, locally recruited
Accountant and Administration Officer	Emai	Catherine	F	1/02/2018	30/07/2019	Support personnel, locally recruited by ENABEL
RAFI	Leecomte	Sebastien	M	1/07/2017	25/03/2019	International experts (ENABEL)
ICT officer	Abwang	Walter	M	1/07/2017	18/06/2019	Support personnel, locally recruited by ENABEL
M&E officer	Athieno Kato	Rose	F	1/11/2017	29/02/2020	Support personnel, locally recruited by ENABEL
Finance Officer	Asimwe	Collins	M	4/03/2018	29/02/2020	Support personnel, locally recruited by ENABEL

Communications assistant	Ayebale	Rachael	F	4/03/2018	30/10/2019	Support personnel, locally recruited by ENABEL
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5 Public procurement

Public contract title	Brief description of public contract	Public contract type	Currency	Amount euros (estimated / realised)	Budget line(s) activity	Status	Remarks	Date(s) / period(s) Awarding	Date(s) / Period(s) Execution	Date(s) / Period(s) Payment
Finalization of human resource capacity building policies for Ministry of Public Service (MoPS)	Collaboration between Study fund and SDHR project.	Services	EUR	80,000.00	A_01_02	Preparation	Approved by Belgian Embassy and to be discussed in the next SC (14th February 2019)	Q1 2019	Q2 2019	Q2 2019 onwards
Supply of small equipment needs	Supply of small equipment needs	Supplies	EUR	0.00	A_03_02	Bought using HQ contract	Bought with HQ	Q4 2017	Q4 2017	Q1 2018 onwards
Training provision on Aeronautical metrology	Training provision in Aeronautical metrology	Services	UGX	3,000.00	A_03_02	Awarded	Framework contract	Q4 2018	Q4 2018	January 2019
Training provision on financial Management	Provision of customized training services and other capacity development services in the area of accounting and financial management	Services	EUR	50,000.00	A_03_02	Awarded	Framework contract	Q4 2018	Q1 2019	Q1 2019 onwards
Training provision on Basic ICT	Provision of training services in Uganda in the area of ICT (Kampala)	Services	EUR	50,750 €	A_03_02	Awarded	Framework contract	Q2 2018	Q2 2018	Q3 2018 onwards
Training provision on Basic ICT	Provision of training services in Uganda in the area of ICT (Eastern and Northern regions)	Services	EUR	141,664 €	A_03_02	Awarded	Framework contract	Q2 2018	Q3 2018	Q3 2018 onwards
Training provision on Basic ICT	Provision of training services in Uganda in the	Services	EUR	199,270 €	A_03_02	Awarded	Framework contract	Q2 2018	Q3 2018	Q3 2018 onwards

	area of [CT (Western and Southern regions)]									orders
Training provision on Health Research	Training provision on Health Research	Services	EUR	35,672.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Internal/General Medicine	Training provision on Internal/General Medicine	Services	EUR	4,644.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Based on work orders
Training provision on Health Quality Improvement	Training provision on Health Quality Improvement	Services	EUR	54,600.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Based on work orders
Training provision on Medical Waste Management	Training provision on Medical Waste Management	Services	EUR	5,250.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Based on work orders
Training provision on Communication	Training provision on Communication	Services	EUR	70,185.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Examination Management and examination Quality assurance	Training provision on Examination Management and examination Quality assurance	Services	EUR	9,499.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Development materials and text books	Training provision on Development materials and text books	Services	EUR	35,100.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Higher Education Management	Training provision on Higher Education Management	Services	EUR	3,393.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Development of CBE programs	Training provision on Development of CBE programs	Services	EUR	36,522.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards
Training provision on Educational Technology / E- Learning and	Training provision on Educational Technology / E- Learning and	Services	EUR	75,012.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Based on work orders

Integration of ICT in Teaching and Learning	Integration of ICT in Teaching and Learning										
Training provision on Quality Management in Education	Training provision on Quality Management in Education	Services	EUR	24,426.00	A_03_02	Awarded	Framework contract	Q4 2017	Q1 2018	Q1 2018 onwards	Based on work orders
Training provision on Records Management	Training provision on Records Management	Services	EUR	21,560.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Financial Management	Training provision on Financial Management	Services	EUR	57,834.00	A_03_02	Terminated	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Asset Management	Training provision on Asset Management	Services	EUR	83,100.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Procurement / Contract Management	Training provision on Procurement / Contract Management	Services	EUR	30,672.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Marketing	Training provision on Marketing	Services	EUR	27,700.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Pediatric/Gynecology/Obstetrics	Training provision on Pediatric/Gynecology/Obstetrics	Services	EUR	7,538.00	A_03_02	Terminated	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Emergency Care	Training provision on Emergency Care	Services	EUR	30,000.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Supply Chain management in Health	Training provision on Supply Chain management in Health	Services	EUR	5,930.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Training provision on Nutrition	Training provision on Nutrition	Services	EUR	7,904.00	A_03_02	Awarded	Framework contract	Q3 2017	Q4 2017	Q4 2017 onwards	Based on work orders
Office Supplies - Stationary VIII	Supply and Delivery of Filing	Supplies	UGX	#DIV/0!	Z_03_05	Pending		Q4 2017	Q4 2017	Q4 2017	Pending

	box files								
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Iganga	Services	UGX	#DIV/0!	A_03_02	Pending	Q3 2017	Q3 2017	Q3 2017 Pending
IT supplies	Supply and Delivery of a laptop for a LT for staff of a BO	Supplies	USD	#DIV/0!	A_03_02	Finalized	Q3 2017	Q3 2017	Q3 2017
Office Supplies - IT supplies	Supply and Delivery of Toners for Printer	Supplies	UGX	#DIV/0!	Z_03_05	Finalized	Q3 2017	Q3 2017	Q3 2017
Office Supplies - Stationary VIII	Supply and Delivery of Stationary	Supplies	UGX	#DIV/0!	Z_03_05	Finalized	Q3 2017	Q3 2017	Q3 2017
IT supplies	Supply and Delivery of 2 laptops for LT for 2 staff of Bos	Supplies	USD	#DIV/0!	A_03_02	Finalized	Q3 2017	Q3 2017	Q3 2017
Training provision on Occupational Health and Safety	Training provision on Occupational Health and Safety	Services	UGX	45,000.00	A_03_02	Awarded	Framework contract	Q2 2017	Q3 2017 onwards
Training provision on Educational Research	Training provision on Educational Research	Services	EUR	14,400.00	A_03_02	Awarded	Framework contract	Q2 2017	Q3 2017 onwards
Assistance to communication activities	Assistance to communication activities	Services	UGX	0.40	Z_03_04	Finalized	Framework contract	Q3 2017	Q3 2017 onwards
Training provision on GIS	Training provision on GIS	Services	EUR	12,257.00	A_03_02	Awarded	Framework contract	Q2 2017	Q3 2017 onwards
Training provision on HR	Training provision on HR	Services	EUR	190,715.00	A_03_02	Awarded	Framework contract	Q2 2017	Q4 2017 onwards
Training provision on Leadership	Training provision on Leadership	Services	EUR	119,797.00	A_03_02	Awarded	Framework contract	Q2 2017	Q4 2017 onwards

Training provision on Policy Development, Planning and Proposal writing	Training provision on Policy Development, Planning and Proposal writing	Services	EUR	111,286.00	A_03_02	Awarded	Framework contract	Q2 2017	Q2 2017	Q4 2017 onwards	Based on work
Training provision on Monitoring and evaluation	Training provision on Monitoring and evaluation	Services	EUR	337,960.00	A_03_02	Awarded	Framework contract	Q2 2017	Q2 2017	Q4 2017 onwards	Based on work
Workshop Moderator Transversal Theme Training (Environment)	Workshop Moderator Transversal Theme Training (Environment)	Services	EUR	1,595.00	A_03_02	Finalized			Q2 2017	Q2 2017	Q2 2017
External verification of equipment needs	External verification of equipment needs	Services	UGX	35,000.00	A_03_01	Awarded	Framework contract	Q2 2017	Q2 2017	Q3 2017 onwards	Based on work
Workshop arrangements (framework contract Arua)	Workshop arrangements (framework contract Arua)	Services	EUR	190,500.00	A_03_02	Awarded	Framework contract	Q1 2017	Q2 2017	Q3 2017 onwards	Based on work
Supply Car Rental Services	Supply Car Rental Services	Services	EUR	190,000.00	A_03_02	Awarded	Framework contract	Q1 2017	Q1 2017	Q2 2017	Q2 2017 onwards
Workshop arrangements (framework contract Hoima/Masindi)	Workshop arrangements (framework contract Hoima/Masindi)	Services	UGX	119,000.00	A_03_02	Awarded	Framework contract	Q1 2017	Q1 2017	Q2 2017	Q2 2017 onwards
Workshop arrangements (framework contract Fort Portal/Kasese)	Workshop arrangements (framework contract Fort Portal/Kasese)	Services	UGX	188,000.00	A_03_02	Awarded	Framework contract	Q1 2017	Q1 2017	Q3 2017	Q3 2017 onwards
Workshop arrangements (framework contract Kampala)	Provision of Workshop Arrangements within Kampala	Services	UGX	500,000.00	A_03_02	Awarded	Framework contract	Q4 2016	Q4 2016	Q1 2017	Q1 onwards
IT supplies	Supply and Delivery of a laptop for a LT for staff of a BO	Services	USD	0.00	A_03_02	Finalized		Q1 2017	Q2 2017	Q2 2017	Q2 2017
Supply and installation of cabling materials and cabinet for server upgrade	Supply and installation of cabling materials and cabinet for server upgrade	Services	UGX	0.96	Z_02_03	Finalized		March 2017	N/A	March 2017	asap

	server upgrade										
Office Equipment - IT Equipment	Supply and Delivery of IT Equipment for Training Assistants	Services	USD 0.97	Z_02_03	Finalized		March 2017	N/A	March 2017	asap	April 2017
Office Equipment - Chairs	Supply and Delivery of 3 Office Chairs	Services	UGX 0.98	Z_02_02	Finalized		March 2017	N/A	March 2017	asap	April 2017
Office Supplies - IT supplies	Supply and Delivery of 1 Toner for printer-scanner	Services	UGX 0.95	Z_03_02	Finalized		Jan 2017	N/A	Jan 2017	Jan 2017	
Supply and Delivery of Branded Notebooks	Supply and Delivery of Branded Notebooks	Services	UGX 0.97	Z_03_04	Finalized		Jan 2017	N/A	Jan 2018	Jan 2017	Feb 2017
Provision of Workshop Arrangement on Leadership for management event	Provision of Workshop Arrangement on Leadership	Services	UGX 1.01	A_03_03	Finalized		Jan 2017	N/A	Jan 2017	Jan 2017	
Office Supplies - IT supplies	Supply and Delivery of 10 Toners for color printer	Services	UGX 1.00	Z_03_05	Finalized		Jan 2017	N/A	Jan 2017	Jan 2017	
Office Supplies - Stationary VII	Supply and Delivery of Stationary	Services	UGX 1.03	Z_03_05	Finalized		Jan 2017	N/A	Jan 2018	Jan 2017	Feb 2017
Provision of Moderator services for alumni event	Provision of Moderator services	Services	UGX 1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	19/12/2016
Provision of Workshop Arrangement on Project Development (B) for alumni event	Provision of Workshop Arrangement on Project Development (B)	Services	UGX 1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	20/12/2016
Provision of Workshop Arrangement on Project Development (A) for alumni event	Provision of Workshop Arrangement on Project Development (A)	Services	UGX 1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	20/12/2016
Provision of Workshop Arrangement on Leadership (B) for alumni event	Provision of Workshop Arrangement on Leadership (B)	Services	UGX 1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	20/12/2016

Provision of Workshop Arrangement on Leadership (A) for alumni event	Provision of Workshop Arrangement on Leadership (A)	Services	UGX	1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	20/12/2016
Provision of Workshop Arrangement on Business Planning for alumni event	Provision of Workshop Arrangement on Business Planning	Services	UGX	1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	20/12/2016
Supply and Delivery of Press Backdrop for alumni event	Supply and Delivery of Press Backdrop	Services	UGX	1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	19/12/2016
Supply and Delivery of Photography Services for alumni event	Supply and Delivery of Photography Services	Services	UGX	1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	19/12/2016
Supply and Delivery of Communication Materials for alumni event	Supply and Delivery of Communication Materials	Services	UGX	1.00	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	19/12/2016
Supply and Delivery of Videographic Services for alumni event	Supply and Delivery of Videographic Services	Services	UGX	0.95	A_04_04	Finalized		Nov 2016	Nov 2016	25/11/2016	6/12/2016	21/12/2016
Supplies - IT supplies	Supply and Delivery of 2 Laptops	Services	USD	0.97	A_03_02	Finalized		Nov 2016	Nov 2016	19/12/2016	6/12/2016	21/12/2017
Vehicle Supplies - Tyres	Supply and Delivery of new tyres for project vehicle	Services	UGX	0.85	Z_03_03	Finalized				16/08/2016	August 2016	05/09/2016
Office Supplies - IT supplies	Supply and Delivery of 1 Hard Disk	Services	UGX	0.85	Z_03_05	Finalized				10/08/2016	Sept 2016	07/09/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Nakapiripit	Services	UGX	0.94	A_04_01	Finalized		June 2015	N/A	July 2016	July 2016	09/03/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Moroto	Services	UGX	0.94	A_04_01	Finalized		June 2016	N/A	July 2016	July 2016	09/03/2016
Office Supplies - Stationary VI	Supply and Delivery of	Services	UGX	0.85	Z_03_05	Finalized		June 2016	N/A	June 2016	July 2016	28/07/2016

	Stationary										
Office Supplies - IT supplies	Supply and Delivery of 3 Toners for Printer Scanner Copier and 12 Toners for color printer	Services	UGX 1.00	Z_03_05	Finalized		May 2016	N/A	June 2016	June 2016	27/06/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Adjumani	Services	UGX 1.00	A_02_01	Finalized		May 2016	N/A	May 2016	May 2016	31/05/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Yumbie	Services	UGX 0.52	A_02_01	Finalized		April 2016	N/A	April 2016	May 2016	31/05/2016
Office Supplies - Stationary V	Supply and Delivery of Stationary	Services	UGX 0.85	Z_03_05	Finalized		April 2016	N/A	April 2016	May 2016	19/05/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kasese	Services	UGX 0.98	A_02_01	Finalized		April 2016	N/A	April 2016	May 2016	May 2016
Office Supplies - Airconditioning	Supply, installation and maintenance of 2 split type air condition units	Services	UGX 0.80	Z_02_02	Finalized		April 2016	N/A	April 2016	April 2016 onwards	20/12/2014
Workshop arrangements (framework contract Arua)	Provision of Workshop Arrangements within Arua	Services	UGX 0.05	A_02_01	Finalized	Framework Contract	April 2016	N/A	April 2016	April 2016 onwards	based on work orders
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kagadi	Services	UGX 1.23	A_02_01	Finalized		March 2016	N/A	March 2016	April 2016	05/04/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Masindi	Services	UGX 0.99	A_02_01	Finalized		March 2016	N/A	March 2016	March 2016	04/04/2016

Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kabale	Services	UGX	1.07	A_02_01	Finalized		March 2016	N/A	march 2016	April 2016	14/04/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kampala	Services	UGX	1.04	A_02_01	Finalized		March 2016	N/A	march 2016	March 2016	12/04/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kampala	Services	UGX	0.97	A_02_01	Finalized		March 2016	N/A	march 2016	March 2016	12/04/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Kampala	Services	UGX	1.00	A_02_01	Finalized		March 2016	N/A	feb 2016	March 2016	March 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Yumbe	Services	UGX	0.82	A_02_01	Finalized		March 2016	N/A	march 2016	March 2016	04/04/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Adjumani	Services	UGX	0.95	A_02_01	Finalized		March 2016	N/A	march 2016	March 2016	04/04/2016
Workshop arrangements (framework contract Fort Portal)	Provision of Workshop Arrangements within Fort Portal	Services	UGX	0.09	A_02_01	Finalized	Framework contract	Feb 2016	N/A	April 2016	April 2016 onwards	based on work orders
Workshop arrangements (framework contract Kampala)	Provision of Workshop Arrangements within Kampala	Services	UGX	0.76	A_02_01	Finalized	Framework contract	Feb 2016	N/A	April 2016	April 2016 onwards	based on work orders
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Fort Portal	Services	UGX	0.70	A_02_01	Finalized		Feb 2016	N/A	Feb 2016	march 2016	24/03/2016
Workshop Arrangement	Provision of Workshop	Services	UGX	1.00	A_02_01	Finalized		Feb 2016	N/A	Feb 2016	march 2016	24/03/2016

	Arrangement - Workshop in Kampala							
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Fort Portal	Services	UGX 1.33	A_02_01	Finalized	Feb 2016	N/A	March 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Mubende	Services	UGX 0.94	A_02_01	Finalized	Feb 2016	N/A	Feb 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Arua	Services	UGX 1.03	A_02_01	Finalized	Feb 2016	N/A	Feb 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Zombo	Services	UGX 0.96	A_02_01	Finalized	Feb 2016	N/A	Feb 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop in Gulu	Services	UGX 1.11	A_02_01	Finalized	Feb 2016	N/A	Feb 2016
Office Supplies - Stationary V	Supply and Delivery of Stationary	Supplies	UGX 0.85	Z_03_05	Finalized	Feb 2016	N/A	March 2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XXIII in Kampala	Services	UGX 1.02	A_02_01	Finalized	Jan 2016	N/A	Jan 2016
Office Supplies - IT supplies	Supply and Delivery of 2 Toners for Printer Scanner Copier and 10 for Printer	Services	UGX 0.85	Z_03_05	Finalized	04/12/2015	N/A	07/01/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XXI & XXII in Kampala	Services	UGX 1.12	A_01_04	Finalized	16/11/2015	N/A	26/11/2015

Office IT Support	Installation of a switch	Services	UGX	1.00	Z_02_03	Finalized		05/11/2015	N/A	09/11/2015	Asap	11/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XX in Yumbi	Services	UGX	0.97	A_01_04	Finalized		05/11/2015	N/A	12/11/2015	16-17/11/2015	12/01/2016
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XIX in Arua	Services	UGX	0.92	A_01_04	Finalized		05/11/2015	N/A	12/11/2015	16-17/11/2015	16-17/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XVII in Adjumani	Services	UGX	0.82	A_01_04	Finalized		05/11/2015	N/A	12/11/2015	16-17/11/2015	20/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XVIII in Kampala	Services	UGX			Finalized	To be paid by Enabel Uganda for Enabel Tanzania	30/10/2015	N/A	02/11/2015	3-11/11/2015	04/12/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XVI in Kampala	Services	UGX	0.88	A_01_04	Finalized		22/10/2015	N/A	28/10/2015	2-3/11/2015	11/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XV in Kibale	Services	UGX	1.11	A_01_04	Finalized		22/10/2015	N/A	29/10/2015	3-4/11/2015	04/12/2015
Supply Car Rental Services	Car Rental Services	Services	UGX	0.86	A_01_04	Finalized		08/10/2015	N/A	16/10/2015	19-24/10/2015	05/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XIV in Kasere	Services	UGX	1.02	A_01_04	Finalized		16/10/2015	N/A	21/10/2015	26-27/10/2015	26/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XIII in Lira	Services	UGX	0.88	A_01_04	Finalized		09/10/2015	N/A	14/10/2015	20-21/10/2015	10/11/2015

Supply Car Rental Services	Car Rental Services	Services	UGX	0.75	A_01_04	Finalized		08/10/2015	N/A	08/10/2015	11-16/10/2015	28/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XII in Kampala	Services	UGX	0.93	A_01_04	Finalized		07/10/2015	N/A	09/10/2015	20-21/10/2015	04/11/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop XI in Bundibugyo	Services	UGX	0.99	A_01_04	Finalized		06/10/2015	N/A	08/10/2015	12-13/10/2015	09/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop X in Kampala	Services	UGX	1.02	A_01_04	Finalized		05/10/2015	N/A	06/10/2015	12-13/10/2015	20/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop IX in Fort Portal	Services	UGX	0.95	A_01_04	Finalized		23/09/2015	N/A	24/09/2015	5-6/10/2015	19/10/2015
Office Supplies - Stationary IV	Supply and Delivery of Stationary	Services	UGX	0.85	Z_03_05	Finalized		23/09/2015	N/A	25/09/2015	Asap	07/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop VIII in Kampala	Services	UGX	1.48	A_01_04	Finalized		21/09/2015	N/A	23/09/2015	28-29/09/2015	01/10/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop VII in Kampala	Services	UGX	2.58	A_01_02	Finalized		16/09/2015	N/A	21/09/2015	12-16/10/2015	02/03/2016
Supply Car Rental Services	Car Rental Services	Services	UGX	0.54	A_01_04	Finalized	Framework contract	10/09/2015	17/09/2015	22/10/2015	15	Based on work orders
Office Supplies - IT supplies	Supply and Delivery of 2 Toners for Printer Scanner Copier	supplies	UGX	1.00	Z_03_05	Finalized		07/09/2015	N/A	15/09/2015	asap	25/09/2015
Office Supplies - Stand-alone Banners	Designing and Printing of Four	supplies	UGX	1.00	Z_03_04	Finalized		07/09/2015	N/A	14/09/2015	asap	23/09/2015

	Pull up stand-alone banners								
Workshop Arrangement	Provision of Workshop Arrangement - Workshop VI in Kampala	services	UGX 0.76	A_01_04	Finalized	07/09/2015	N/A	11/09/2015	21/09/2015 01/10/2015
Office Supplies - Stationary III	Supply and Delivery of 1 Stationary	supplies	UGX 0.85	Z_03_05	Finalized	10/08/2015	N/A	14/08/2015	1 week 28/09/2015
Office Equipment - Chairs	Supply and Delivery of 1 Office Chairs	supplies	UGX 1.00	Z_02_02	Finalized	15/07/2019	N/A	31/07/2015	asap 09/09/2015
Office Equipment - IT Equipment	Supply and Delivery of IT Equipment for Training Manager	supplies	USD 0.77	Z_02_03	Finalized	09/07/2015	N/A	20/07/2015	asap 05/08/2015
Office Supplies - Window Blinds	Supply and Delivery of 2 Venetian-Style Window Blinds	supplies	UGX 1.00	Z_03_05	Finalized	09/07/2015	N/A	16/07/2015	asap 03/08/2015
Office Equipment - Furniture III	Supply and Delivery of 1 office desk and 1 shelf.	supplies	UGX 1.00	Z_02_02	Finalized	01/07/2015	N/A	09/07/2015	asap 02/09/2015
Office Supplies - Reams Photocopying papers	Supply and delivery of Reams Photocopying papers	supplies	UGX 0.85	Z_03_-	Finalized	01/07/2015	N/A	07/07/2015	asap 22/07/2015
Office Supplies - Envelopes	Supply and delivery of envelopes	supplies	UGX 1.00	Z_03_05	Finalized	14/05/2015	N/A	20/05/2015	asap 08/06/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop IV and V in Kampala	services	UGX 0.60	A_02_01	Finalized	25/03/2015	N/A	30/03/2015	14 and 16/04/2015 04/05/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop III in Fort Portal	services	UGX 0.58	A_02_01	Finalized	25/03/2015	N/A	31/03/2015	23/04/2015 15 28/04/2015
Workshop Arrangement	Provision of Workshop Arrangement - Workshop II in	services	UGX 0.79	A_02_01	Finalized	25/03/2015	N/A	31/03/2015	21/04/2015 15 28/04/2015

	Arua									
Office Supplies - Stationary II	Supply and Delivery of Stationary	supplies	UGX	0.85	Z_03_05	Finalized	18/03/2015	N/A	26/03/2015	1 week
IT supplies	Supply and Delivery of computer mouses	supplies	UGX	1.00	Z_02_03	Finalized	25/02/2015	N/A	25/02/2015	Immediate
Office Equipment - Network facility	Supply and Improvement of the IT Network	services	UGX	0.85	Z_03_05	Finalized	17/02/2015	N/A	17/02/2015	Immediate
IT supplies	Supply and Delivery of a laptop for a scholar	supplies	USD	0.99	A_04_01	Finalized	07/02/2015	N/A	16/02/2015	Immediate
Development of Strategic HRD and Training Plans for Beneficiary Institutions (framework contract)	Development of Strategic Training Plans for Beneficiary Institutions	services	UGX	0.86	A_02_01	Finalized	Framework contract	August 2015	20/08/2015	13/11/2015
Organizational Development Services for Beneficiary Institutions (framework contract)	Delivery of Organizational Development Services to Beneficiary Institutions	services	UGX	0.79	A_01_04	Finalized	Framework contract	May 2015	27/05/2015	19/08/2015
Consultancy to Develop a Databank with Training Providers and Training Services in Uganda	Development of a Databank with Training Providers and Training Services in Uganda	services			A_03_01	Cancelled	Approach changed upon remarks of auditors			Starting after awarding
Flight Ticket - Scholar Anthony Otunga	Supply of Flight Ticket for Scholar Anthony Otunga	supplies	UGX	1.00	A_04_03	Finalized			16/01/2015	N/A
Office Equipment - Maintenance Services	Maintenance Services for Printer Scanner Copier	services	UGX	0.94	Z_03_02	Finalized			16/12/2014	N/A
Office Rehabilitation	Installation of Generator Noise Mitigation	works	UGX	1.12	Z_02_04	Finalized			22/12/2014	N/A
Office Supplies - Window Blinds	Supply and Delivery of 3 Venetion-Style	supplies	UGX	0.90	Z_03_05	Finalized			16/12/2014	N/A
									19/12/2014	1 year
									19/12/2014	01/2015
									09/02/2015	2 weeks
									3/2015	10/03/2015
									19/12/2014	1 week
									1/2015	29/01/2015

	Window Blinds								
Office Equipment - Furniture II	Supply and Delivery of 2 Pin Boards, 2 Shelves and mosquito gaze in wooden frames for 6 windows.	supplies	UGX 0.92	Z_02_02	Finalized	16/12/2014	N/A	19/01/2015	1 month
Office Supplies - IT supplies	Supply and Delivery of 2 Toners for Printer Scanner Copier	supplies	UGX 0.84	Z_03_05	Finalized	09/12/2014	N/A	19/12/2014	1 week
Office Supplies - IT supplies	Supply and Delivery of 8 Toners for color printer and 1 projector bag	supplies	UGX 1.01	Z_03_05	Finalized	09/12/2014	N/A	19/12/2014	1 week
Office Supplies - Stationary	Supply and Delivery of Stationary	supplies	UGX 0.92	Z_03_05	Finalized	09/12/2014	N/A	19/12/2014	1 week
Copies for Workshop	Supply and Delivery of copies	services	UGX 1.02	A_01_02	Finalized	10/11/2014	N/A	21/11/2014	asap
Workshop Arrangement	Provision of Workshop Arrangement - Workshop I	services	UGX 0.91	A_01_01	Finalized	11/11/2014	N/A	18/11/2014	26/11/2014
Office Equipment - Projector & color printer	Supply and Delivery of 1 Projector & 1 color printer	supplies	UGX 0.97	Z_02_03	Finalized	17/11/2014	N/A	21/11/2014	14
Office Equipment - Stabilizer	Supply and Delivery of 1 Stabilizer	supplies	UGX 1.01	Z_02_03	Finalized	24/10/2014	N/A	25/11/2014	asap
Office Equipment - IT Equipment	Supply and Delivery of IT Equipment	supplies	UGX 0.78	Z_02_03	Finalized	03/10/2015	N/A	31/10/2014	15
Office Equipment - Printer Scanner Copier	Supply and Delivery of 1 Printer Scanner Copier	supplies	UGX 1.01	Z_02_03	Finalized	02/10/2014	N/A	16/10/2014	asap
Office Equipment - Chairs	Supply and Delivery of 3 Office Chairs and 4 Meeting Chairs	supplies	UGX 1.10	Z_02_02	Finalized	02/10/2014	N/A	15/10/2014	29/10/2014

Office Equipment - Furniture	Supply and Delivery of 4 Office desks, 2 meeting tables, 2 cabinets and 1 printer table	supplies	UGX 0.89	Z_02_02	Finalized	22/09/2014	N/A	06/10/2014	14	06/11/2014	14	28/11/2014
Office Rehabilitation	Supply, Installation of Voice and Data Network in the New Scholarship Office	supplies	UGX 0.98	Z_02_04	Finalized							04/09/2014
Office Rehabilitation	Landscape Design of the Garden	supplies	UGX 1.21	Z_02_04	Finalized							15/09/2014
Selection Scholarships	Reviewing the Scholarship Shortlist and Participation in Interviews	services	UGX 1.03	A_04_01	Finalized							22/03/2014
Office Rehabilitation	Supply and Delivery of 12 seater Conference Table	supplies	UGX 1.00	Z_02_04	Finalized							21/08/2014
Office Rehabilitation	Refurbishment of Servant Quarters & Gazebo	works	UGX 0.67	Z_02_04	Finalized							31/01/2014
Office Rehabilitation	Modification of a container into a store with a double door including painting	works	UGX 0.90	Z_02_04	Finalized							N/A
Office Rehabilitation	Supply of 40 ft Container and Construction of the Base	works	UGX 0.94	Z_02_04	Finalized							01/2014
Vehicle	Supply and Delivery of 1 Project Vehicle	supplies	UGX 0.89	Z_02_01	Finalized							29/08/2015

6 Public agreements

The SDHR did not have execution partner. We therefore do not have any public agreements except those made between the project and service providers as indicated in the procurement table.

7 Equipment

List equipment acquired during the intervention

Register of Project Assets - Vehicles

Code	Description	Brand	Model	Serial No/ Chassis	Purchase date	UGX amount	Amount Euro	Name of supplier	Status
SDHR-0029	ENABEL SDHR	TOYOTA	LANDCRUISER JTTEEB71	JTEEB71JOO7024706	4/12/2014	110,947,200	26,670.00	Purchased through HQ	In good Condition
SDHR-0080	Vehicle Roof Rack	TOYOTA	LANDCRUISER JTTEEB72	JTEEB71JOO7024707	4/15/2018	1,650,000	402.44	Isingoma and Sons Auto Garage	In good Condition
2	Total vehicles					27,072			

Register of Project Assets - ICT materials

Code	Description	Brand	Model	Serial No/ Chassis	Purchase date	UGX amount	Amount Euro	Name of supplier	Status
SDHR-0001	Laptop	Dell	Latitude E7440	1SFQP12	11/18/2014	3,490,240	839	Purchased by HQ	Good
SDHR-0002	Laptop	Dell	Latitude E7440	F9MQP12	11/18/2019	4,343,040	1,044	Purchased by HQ	Good
SDHR-0003	Laptop	Dell	Latitude E7440	8ZDCP12	11/18/2019	3,490,240	839	Purchased by HQ	Good
SDHR-0004	Laptop	Dell	Latitude E6440	270P012	7/30/2015	4,937,920	1,187	Purchased by HQ	Good
SDHR-0037	Laptop	Dell	Latitude E6440	G9QNF12	3/31/2017	4,301,440	1,034	Purchased by HQ	Good
SDHR-0038	Laptop	Dell	Latitude E6440	FQYXL12	3/31/2017	4,301,440 UGX	1,034	Purchased by HQ	Good condition but no charger
SDHR-	Laptop	Dell	Latitude E6440	1K6NP12	3/31/2017	4,301,440	1,034	Purchased by HQ	Good

0039						UGX			
SDHR-0053	Laptop	Dell	Latitude 3480	5KXQU2	1/15/2018	2,850,000 UGX	685		Good
SDHR-0054	Laptop	Dell	Latitude 3480	3LXQU2	1/15/2018	2,850,000 UGX	685		Good
SDHR-0055	Laptop	Dell	Latitude E6440	6661K12	5/24/2018	4,233,051 UGX	1,018		Undergoing repair
SDHR-0005	Printer	HP	Laserjet Pro M451dn	CNFF339691	11/21/2014	1,274,000 UGX	306	Computer Empire LTD	Good
SDHR-0006	Photocopier	Kyocera	Taskalfa 3010i	LCA4806491	10/22/2014	15,519,077 UGX	3,731	MFI Document Sols	Good
SDHR-0008	Projector	Dell	1210S	CN-OK98J8-S0081-42F05404	11/21/2014	1,485,000 UGX	357	Computer Empire LTD	Good
SDHR-0009	Camera	Canon	EOS 1200D	43072064755	11/25/2014	1,768,000 UGX	425		Good
SDHR-0040	Desktop	Dell	Dell 24" Monitor	CN-05K4MY-74261-66Q-0U9U-A01	3/31/2017	915,200 UGX	220		Good
SDHR-0041	Desktop	Dell	Dell 24" Monitor	CN-05K4MY-74261-66Q-0U0U-A01	3/31/2017	915,200 UGX	220		Good
SDHR-0042	Desktop	Dell	Dell 24" Monitor	CN-05K4MY-74261-66Q-0W3U-A01	3/31/2017	915,200 UGX	220		Good
SDHR-0046	Desktop	Phillips	Phillips 24" Monitor	ZV0A1437000630	11/18/2014	549,120 UGX	132		Good
SDHR-0047	Desktop	Phillips	Phillips 24" Monitor	ZV0A1437000621	11/18/2014	549,120 UGX	132		Good
SDHR-0048	Desktop	Phillips	Phillips 24" Monitor	ZV0A1437000624	11/18/2014	549,120 UGX	132		Good
SDHR-0049	Desktop	Dell	Dell 24" Monitor	CN-0M3JRH-74445-52A-BBYU	7/30/2015	936,000 UGX	225		Good
SDHR-0058	Desktop	Dell	Dell 24" Monitor	CN-01521F-72872-6AV-C3US-A01	1/15/2018	700,000 UGX	168		Good
SDHR-	Desktop	Dell	Dell 24" Monitor	CN-01521F-	1/15/2018	700,000 UGX	168		Good

0060				72872-GAV-C43U-A01				
SDHR-0043	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-638-167F-A00	3/31/2017	998,400	240	Good
SDHR-0044	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-48D-10A8-A00	3/31/2017	998,400	240	Good
SDHR-0045	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-638-144E-A00	3/31/2017	998,400	240	Good
SDHR-0050	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-554-0789-A00	7/30/2015	881,920	212	Good
SDHR-0058	Docking Station	Dell	JCJWD	CN-OJCJWD-25960-68C-40JE-A02	1/15/2018	756,000 UGX	182	Good
SDHR-0058	Docking Station	Dell	JCJWD	CN-OJCJWD-25960-68C-40K6-A06	1/15/2018	756,000 UGX	182	Good
SDHR-0034	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-638-16DE-A00	3/31/2017	998,400 UGX	240	Good
SDHR-0035	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-638-1439-A00	3/31/2017	998,400 UGX	240	Good
SDHR-0061	Docking Station	Dell	DP/N 0PKDGR	CN-0PKDGR-E2899-48D-1085-A00	3/31/2017	998,400 UGX	240	Good
SDHR-0083	Docking Station	Dell	DP/N 035RXK	CN-035RXK-12961-641-4832-A00	10/18/2018	932,203 UGX	224	Good
SDHR-0007	Stabiliser	Sollatek	3.5KVA	3999400167	11/25/2014	835,000	201	Computer Empire LTD Good
SDHR-0071	Mobile Phone	Tecno	Pouvoir 2	VC378063	9/3/2018	520,000	125	Good

SDHR-0072	Mobile Phone	Tecno	Pouvoir 2	VC 237334	9/3/2018	520,000	125	Good
SDHR-0073	Mobile Phone	Tecno	Pouvoir 2		9/3/2018	520,000	125	Taken by Catherine Email
34	Total ICT					18,275		

Register Of Project Assets - Office materials

Code	Description	Brand	Model	Purchase date	UGX amount	Amount Euro	Name of supplier	Status
SDHR-0010	Office Desks	-	-	11/26/2014	1,800,000	433		Good
SDHR-0033	Office Desk			2/9/2015	1,200,000	288		Good
SDHR-0052	Office Desk			3/3/2016	550,000	132		Good
SDHR-0015	Meeting Table			11/26/2014	600,000	144		Good
SDHR-0017	Book Shelf		Lockable Beneath	11/26/2014	500,000	120		Good
SDHR-0018	Book Shelf		L-Shaped	11/26/2014	800,000	192		Good
SDHR-0021	Office Chair	Ergonomic	Cool Mesh multifunction	10/17/2014	1,060,053	255	Performance Furnishings	Good
SDHR-0022	Office Chair	Ergonomic	Cool Mesh multifunction	10/17/2014	1,060,053	255	Performance Furnishings	Good
SDHR-0023	Office Chair	Ergonomic	Cool Mesh multifunction	10/17/2014	1,060,053	255	Performance Furnishings	Good
SDHR-0028	Office Chair	Ergonomic	Cool Mesh multifunction	7/31/2015	1,110,900	267	Performance Furnishings	Good
SDHR-0063	Office Chair	Ergonomic	Cool Mesh multifunction	03/27/2017	1,237,350	297	Performance Furnishings	Good
SDHR-0064	Office Chair	Ergonomic	Cool Mesh multifunction	03/27/2017	1,237,350	297	Performance Furnishings	Good
SDHR-0065	Office Chair	Ergonomic	Cool Mesh	03/27/2017		297	Performance	Good

			multifunction		1,237,350		Furnishings
SDHR-0024	Guest Chairs			10/17/2014	1,988,772	478	Good
SDHR-0036	Air Conditioner	Daikan		12/20/2016	9,750,000	2,344	Good
SDHR-0051	Air Conditioner	Daikan		12/20/2016	9,750,000	2,344	Good
SDHR-0056	Paper Shredder			11/5/2018	1,400,000	337	Spoilt
SDHR-0061	Filing Cabinet	Universal	5 - Cabined	1/4/2019	1,500,000	361	Fair
SDHR-0077	Fixtures	Wooden	Pin Boards and Shelves	11/26/2014	1,110,000	267	Wood Word
17	Total office materials				9,097		

Register of Project Assets – Infrastructure

	Description	Purchase date	UGX amount	Amount Euro	Name of supplier	Responsible	Status
SDHR-0030	Container and its base	6/17/2014	43,114,240	10,364		Project Office	Good
SDHR-0031	Gazebo	8/20/2014	75,424,960	18,131		Project Office	Good
SDHR-0032	Wall around Generator - Noise Mitigation	3/23/2015	5,403,840	1,299	Trust Group	Project Office	Good
3				29,794			

Register of Project Assets– Micro Assets

Code	Description	Brand	Model	Serial No/ Chassis	Status
SDHR-0064	Mifi	Huawei	Wifi E5573	V5Y7S17622003007	Taken by Catherine Emai
SDHR-0065	Mifi	Huawei	Wifi E5573	V5Y7S17622002993	Good
SDHR-0066	Mifi	Huawei	Wifi E5573		Good

SDHR-0067	Modem				Good
SDHR-0068	Modem				Good
SDHR-0069	Modem				Taken by Catherine Emai
SDHR-0070	Mifi	Smile	LT200 4G	SMLT200190400636	Good
SDHR-0082	First Aid Box				Good
SDHR-0074	IC Recorder	Sony	ICD-PX470		Good
SDHR-0077	Earphone	Sony			
SDHR-0078	Tripod Stand				
SDHR-0079	Hard Disk	Transcend	TS1TSU25M3S-1TB	E54188-3070	Good
SDHR-0080	Hard Disk	Transcend	Sata -500GB	A92954-1622	Spoilt
SDHR-0084	Calculators	Citizen			Good
SDHR-0085	Staplers	Kangaroo			Good
SDHR-0086	Punching Machines	Kangaroo			Good
SDHR-0087	Staple Removers	Kangaroo			Good
SDHR-0088	Desk Organisers				Good
SDHR-0089	Dustbins				Good
SDHR-0075	Cabinet	Wooden	2 layers filing wood cabin		Good
SDHR-0076	White Board				
SDHR-0016	Printer Table		11/26/2014	350,000	Good
SDHR-0019	Book Shelf	L-Shaped	11/26/2014	400,000	Good
SDHR-0020	Office Bench		11/26/2014	400,000	Good

8 Original Logical Framework from TFF:

	Logical of the intervention	Indicators	Sources of verification
GO	Logical of the intervention Global objective: Improved service delivery of Ugandan institutes and organizations.	Indicators Improved service delivery of selected BI measured by : - (a)% of clients reporting improved service delivery of BI; (b) Performance reports of BI.	Sources of verification - Statistics and sector performance reports of Health, Education and Environment - Annual and performance reports of selected BI - Exchanges with selected BI, - Interviews and/or focus group with users of BI,
SO	Specific objective: Increased skills of human resources of selected beneficiary institutes in the health, education and environment sectors.	Indicators - Number of staff (sex-disaggregated) of BI in the priority sectors whose performance in their organization is improved - Number of BI in the priority sectors which started with the effective rolling-out of their HR capacity development plan. (provisional target of at least 40 BI)	Sources of verification - Performance scores of staff in annual performance appraisals of BI. - HR Capacity Development Plans and reports of training activities of selected BI - Interviews and/or focus group discussions with staff of BIs.
R 1	Result 1: The STC's for each sector are in place and are strengthened to perform effectively their task	Indicators - STCs for each sector are established and assume their role Common concept, strategy and tools on HR development are developed, tested and regularly reviewed and adjusted.	Sources of verification - Minutes of STC meetings - Concept, strategy and tools on HR development provided to potential BIs - Monitoring and evaluation reports of the intervention
R 2	Result 2: Selected BI are strengthened to develop and implement their HR development plan based on a HR needs assessment.	Indicators - Number of selected BI with a needs assessment, a HR capacity development plan, an implementation plan and M&E system up to the standards of the concept, strategy and tools developed by the STCs - Level of understanding of the common concept, approach, and developed tools on HR development by the HR staff of selected BIs - Number of needs assessments including cross- cutting issues.(HIV/AIDS, child health and ASRH)	Sources of verification - Monitoring and evaluation reports of the intervention - Exchange with HR staff of BIs - Final training proposals of BIs
R 3	R 3 : The human resource	Indicators Number and quality of training activities organized	Sources of verification - Attendees list, reports and evaluations of training

	capacity of BI is effectively reinforced	measured by:	activities made by BI and trainees;
		(a) satisfaction of participants and HR staff of BI,	- Interviews and/or focus group discussions with HR staff of selected BIs;
		(b) level of correspondence between objectives of training plans and the content of the training activities;	- Monitoring and evaluation reports of the intervention
		(c) level of integration of skills reinforced in the framework of this in intervention, in BI	
		(d) number on cross-cutting issues (gender, SRH)	
R 4	Result 4: Individual scholarships are managed.	- Number of on-going scholarships finalized as programmed;	- Follow-up reports and evaluations made by BI and trainees
		- Level of integration of skills reinforced in the framework of this in intervention, in the BI of the scholars	- Monitoring and evaluation reports of the intervention - Annual reports of the Alumni Network
		- Recognition of Alumni Network measured by :	
		a. number and character of events where the Network is invited to	
		b. number and character of their members	
R 1		Result 1: The STC's for each sector are in place and are strengthened to perform effectively their task	
A 1.1		A 1.1. Establishment of STCs for each sector	
A 1.2		A 1.2. Support the STCs in the development of a set of tools to select the BIs and their training activities	
A 1.3		A 1.3. STCs identify and select potential BIs	
R 2		Result 2: Selected BI are strengthened to develop and implement their HR development plan based on a HR needs assessment.	
A 2.1		A 2.1 Potential BI are informed and prepared to submit their HR development plans and needs assessment	
A 2.2		A 2.2 Potential BI submit their HR development plans and needs assessment	
A 2.3		A 2.3. Support selected BI to improve their HR development plans and needs assessment to submit their final training proposal	
A 2.4		A 2.4 Submission of final training proposals by selected BIs	
R 3		Result 3: The human resource capacity of BI's effectively reinforced	
A 3.1		A 3.1 STCs select the training activities and training providers	
A 3.2		A 3.2 Support the establishment and implementation of training contracts	
A 3.3		A 3.3 Support the selected BI during the implementation of their M&E system	
R 4		Result 4: Individual scholarships are managed.	

A.4.1	A 4.1 Follow-up of individual scholarships in the Health sector
A.4.2	A 4.2. Follow-up of individual scholarships in the Education sector.
A.4.3	A 4.3 Follow-up of individual scholarships in the Environment sector
A.4.4	A.4.4 Support the functioning and the recognition of the Alumni Network

9 Complete Monitoring Matrix

Include the last (full) version of the monitoring matrix

10 Tools and products

The project used a variety of tools and materials that helped in planning and execution the intervention activities. A lot of benefits were reaped out of the use of the tools and materials as explained in the next sections.

- **(Scientific) Publications**

N/A. There were no publications produced during the project implementation period.

- **Capitalisation reports**

The capitalization document tells the story of SDHR based on its experiences. In the document there is integrated information that came from reflections of team members, beneficiary organisations as well as contracted training providers (both national and international).

The document makes a case for training and development of public employees. It also indicates the main frameworks that the project inspired in developing and implementing its training approach. There is an explanation on the project experiences with the organization's strategic framework for training programs; indicating the main characteristics, the problems encountered and how they were dealt with.

The document shows the commonly used models for training design (ADDIE - Analysis, Design, Development, Implementation, and Evaluation), the Kirkpatrick Model, which is probably the best known model for analyzing and evaluating the results of training and educational programs and the Turning Learning into Action™ (TLA) methodology

Finally, the document shares Lessons learned and insights for future programming.

- **Audio-visual material**

In searching for concrete improvements, the project training officers identified success cases. SDHR has succeeded in documenting a large number of success stories (most significant change) and in making the lessons learned as explicit as possible. These cases were captured in audio visual formats and compiled per sector by the communication officer and subsequently published as Stories of Change⁵. Many of these cases detail improvements towards the BO clients, i.e. the students at the educational facilities and the patients at the health facilities. The contribution of the training activities towards improved service delivery. A number of the success cases refer to internal organisational improvements that would be better categorized under effectiveness above, e.g. management of drugs, waste and patient/ student data.

⁵ SDHR stories of change, Enabel, three volumes, undated.

Other video materials relate to the lessons learnt during the first 2 phases of the project while others are a summary of the lessons learnt during capitalization. See the stories on this link.

- **Other resources**

The table below shows the tools and formats developed by the SDHR in the three phases of project implementation. These tools were helpful in planning and executing all aspects of the project management process. The project relied on the tools to ensure that each task is completed on time and to also help balance staff workload for optimal time management.

A	<i>Analysis 1: identify general training needs</i>
1	<i>A generic organisational self-assessment tool + an additional self-assessment tool for TVET institutions</i>
2	<i>Sheet to identify key improvement areas</i>
3	<i>Training materials for supporting organisation self-assessment and identification of key improvement areas</i>
4	<i>Assessment sheet for evaluating organisational self-assessment and key improvement areas</i>
5	<i>A standard Memorandum of Understanding</i>
B	<i>Analysis step 2: training planning</i>
6	<i>A generic training plan format</i>
7	<i>Overall budget envelope definition</i>
8	<i>Training budgeting guidelines</i>
9	<i>A training budgeting format (Excel)</i>
10	<i>Training materials for supporting training planning and budgeting</i>
11	<i>Assessment sheet for evaluating training plan and budget.</i>
C	<i>Training arrangements</i>
12	<i>Overall training databank</i>
13	<i>Training arrangement guidelines per training modality</i>
14	<i>General format for tendering training services, transport services and training venues, equipment and catering</i>
D	<i>Training development</i>
15	<i>Format for terms of reference linked to work orders (specific per training activity)</i>
E	<i>Training evaluation</i>
16	<i>Questionnaire on satisfaction of Beneficiary Organisation on the contribution of training to organisational improvement</i>
17	<i>Survey on satisfaction and confidence with HRD planning processes</i>
18	<i>Training status report format</i>
19	<i>Training evaluation format</i>

- **M&E approach/system**

The tools for monitoring and evaluation of training activities were developed in the framework of the overall toolbox for the M&E. The Theory of Change was developed at the start of the project which led to preparation of the baseline report and review of M&E framework and M&E tools. The project M&E framework was aligned with existing frameworks and methodologies already used by the partner.

The project developed tools to ensure that both planning and follow-up of the intervention's management information (inputs, activities, outputs) and are achieved. An overall internal tool was developed to monitor the project expenditure and implementation of activities.

A midterm review to monitor the progress towards the achievement of results was conducted. The MTR team that conducted the exercise made recommendations that were approved by the PSC and acted on the by the project coordination team. The end term review involved of all the project key stakeholders and made recommendations that have been fully accepted for the improvement of future similar projects in the country.

Additionally all 48 Beneficiary Organisations were asked to present to the project a current staff list. This exercise helped in approximating the amount of potential staff that might benefit from the project , function groups that might benefit from the project, gender figures related to staffing and retention rates. The data was updated on a yearly basis and to used was used for monitoring purposes but also more pro-active to guide HRD and Training planning (for example gender friendly budgeting). The project calculated the attrition rated and determined that 19% of the employees left the beneficiary organisations within the course of its implementation.

The Results reports were developed on annual basis and they helped to give a clearer picture on the project implementation and budget execution. Two financial and systems audits were conducted by independent firm and by the Belgian Cour des Comptes (Belgian Court of Audit) without major issues being found.

The backstopping missions provided guidance to the project management team on strategic issues in the fields of training and operational management. Consequently, the project proactively adopted strategies, activities and updated its risk analysis and led to full achievement of the outcomes.

It is however important to note that much as the partner existing M&E frameworks are very comprehensive, complement each other, and are becoming increasingly aligned, there are still considerable coherence challenges, and managing all these frameworks together is labor-intensive. Besides, there are concerns about the accuracy and quality of the EMIS data, where the education M&E system is mainly built on. Currently, M&E findings reveal key challenges; however they are not used up to their full potential in terms of learning by decision makers. M&E findings in education reveal key challenges and areas of underperformance, but they do not always result in adequate policy responses.

- **Methods**

Through the development of a phased and integrated capacity development framework, Theory of Change, the baseline, M&E framework and M&E tools, the project significantly improved its intervention logic. Results and indicators were, when needed, reoriented and risks and assumptions updated. The project had in place a framework that oriented its implementation.

A Phased Integrated Capacity Development Framework to facilitate effective project delivery was developed. Phase 1 was about the organisational readiness for change. The purpose of this is to verify if the organisation is ready to start a process to improving its performance. In the application an organisation made a self-assessment of its organisation, identified areas of improvement and relevant skills gaps and motivated why it wants to embark on the change journey. Phase 2 involved Planning for change with a focus on Human Resource Development. This process came with on-site training and off-site coaching and as a result, a quality HRD and Training Plan that relates to the improvement goals of the organisation was developed. Phase 3 was about Human Resource Development by implementing the HRD and Training Plan. Activities of the HRD and Training Plan were organized and its effect on the organisation is followed through an action plan to ensure transfer of learning to the workplace. During the training and development phase, a variety of modalities were used; long term training courses, short term courses, attachments, study tours and coaching and mentoring.

To establish a framework for the official partnership with the Beneficiary Organisation a proposal of memorandum of understanding (MOU) was developed and validated by all line-ministries and by the Solicitor General by 11 September 2015.

Although the intervention is located at the Enabel representation it has strengthened its embedding with the line-ministries through the establishment of the Co-Coordination Team and the provision of training of members of the Sectorial Technical Committees and Co-Coordination Team. This approach has enabled that the project approach is known and can find a place in the HRD-divisions in the ministries or even in the work of the training committees. The project will continue to invest in this coordination and training but realistically has to accept that the sustainability with regard to embedding its approach will depend finally on the available budgets for HRD.

