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**FOREWORD**

Monitoring and evaluation is a fundamental undertaking in assessing the performance of Public Policies. It facilitates identification of what has worked and what has not. This enables generation of interventions to address what has gone wrong so as to enable successful implementation of Public Policies.

Cabinet Secretariat undertakes monitoring and evaluation of selected Public Policies on a quarterly basis to assess their relevance and effectiveness. In Q4 FY 2021/22, the National Policy on Public Sector Monitoring and Evaluation, 2013 was among the Public Policies whose implementation was monitored and evaluated.

Findings from the exercise revealed that the Policy achieved a lot in terms of addressing the stated challenges and realization of the stated objectives. However, it did not clearly articulate the issue of concern, its causes, and effects. In addition lack of a Monitoring and Evaluation Cadre, failure to create a Monitoring and Evaluation budget in the Chart of Accounts affected successful implementation of the Policy.

Among the recommendations made were that: Office of the Prime Minister is advised to conduct a thorough Regulatory Impact on Public Sector Monitoring and Evaluation to facilitate identification of all issues therein, their causes, effects, logically

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aligned objectives and actions and the best remedy; Ministry of Public Service should examine the issue of establishing a Monitoring and Evaluation Cadre; and Ministry of Finance, Planning and Economic Development should expedite creation of an M&E budget line in the Chart of Accounts.

In the same vein, I implore all Ministries, Departments and Agencies to regularly undertake monitoring and evaluation of Public Policies and other Government interventions to identify areas for improvement. Clarity in the Problem, objectives and strategic actions during policy and other interventions development process should be emphasised to facilitate effective implementation of the same in addressing public problems.



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**1.0 INTRODUCTION**

This report is on monitoring and evaluation of the National Policy on Public Sector Monitoring and Evaluation, 2013. The Policy is domiciled in Office of the Prime Minister. The monitoring and evaluation exercise was carried out by Cabinet Secretariat, Department of Policy Development and Capacity Building in conjunction with Office of the Prime Minister in June, 2022. This report documents the findings of the monitoring and evaluation in terms of effectiveness and relevance of the Policy. It is structured as follows: Introduction; Background; Problem statement; Purpose; Objectives; Scope; Methodology; Findings; Benefits/Impact; Conclusion; and Recommendations.

**2.0 BACKGROUND**

Public Policies are Government actions or inactions undertaken to address public problems. Monitoring and evaluation is part of the management processes aimed at identifying what has worked and what has not; and taking appropriate actions so as to enable successful implementation of the Policy. Cabinet Secretariat undertakes monitoring and evaluation of selected Public Policies

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on a quarterly basis to assess their relevance and effectiveness. Since its approval in 2013, the National Policy on Public Sector Monitoring and Evaluation had never been monitored and evaluated thereby creating a knowledge gap in regard to its effectiveness and relevance. It is upon this basis that Cabinet Secretariat undertook a monitoring and evaluation exercise to assess the effectiveness and relevance of the Policy.

**3.0 PROBLEM STATEMENT**

Effective Public Policy management requires that monitoring and evaluation of Public Policies is conducted regularly and progress documented on their performance. The National Policy on Public Sector Monitoring and Evaluation, 2013 was developed to guide on effective and efficient monitoring and evaluation of public policies to facilitate their successful implementation for better service delivery. There is however continuous public outcry of poor service delivery by the public which is attributed to inadequate Monitoring and Evaluation among others, hence the need to assess the effectiveness and relevance of the Policy. Monitoring and evaluation of this Policy assesses whether the problem that it was intended to address was

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addressed; whether its objectives were being achieved; and whether the planned activities were being implemented as planned. Information collected from the exercise will be used as evidence for better decision making on how to conduct monitoring and Evaluation of Public Policies.

**4.0 PURPOSE**

The purpose of the exercise was to collect data on the effectiveness and relevance of the National Policy on Public Sector Monitoring and Evaluation, 2013 so as to inform improvement in its implementation.

**5.0 OBJECTIVES**

The objectives of the monitoring exercise were:

i. To assess the relevance of the National Policy on Public Sector Monitoring and Evaluation, 2013.

ii. To assess the extent of change of the problem intended to be addressed by the National Policy on Public Sector Monitoring and Evaluation, 2013.

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iii. To establish the extent of achievement of the objectives of the National Policy on Public Sector Monitoring and Evaluation, 2013.

iv. To determine whether the activities of the National Policy on Public Sector Monitoring and Evaluation were being implemented as planned.

**6.0 SCOPE**

This section presents the coverage in terms of subject, area and time.

**a) Content**

The monitoring and evaluation exercise focused on assessing the effectiveness and relevance of the National Policy on Public Sector Monitoring and Evaluation.

**b) Area of Coverage**

The exercise was conducted in selected MDAs and LGs. These were: Ministry of Energy and Mineral Development, Ministry of Public Service, Ministry of Finance, Planning and Economic Development, Ministry of East African Community Affairs, Ministry of Local Governments, Ministry of Lands, Housing and Urban Development, Ministry of

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Water and Environment, Nakaseke District Local Government, and Mpigi District Local Government. **c) Time**

The exercise was conducted in June, 2022.

**7.0 METHODOLOGY**

Monitoring and Evaluation was conducted by staff from Cabinet Secretariat and the staff of the Office of the Prime Minister.

Literature review was conducted before the field monitoring activity and contributed to the generation of secondary data. Interviews with officers from Office of the Prime Minister were conducted to generate information. The officers were: Commissioner, Monitoring and Evaluation, Central Government; Commissioner, Monitoring and Evaluation, Local Government; 2 Assistant Commissioners, Monitoring and Evaluation, among others.

Field visits were made to Ministry of Energy and Mineral Development, Ministry of Public Service, Ministry of Finance, Planning and Economic Development, Ministry of East African Community Affairs, Ministry of Lands, Housing and Urban

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Development, Ministry of Water and Environment, Nakaseke District Local Government, and Mpigi District Local Government to collect adequate data.

**7.1 Sample and Sampling Method**

The sample included Office of the Prime Minister, and other Ministries and District Local Governments as indicated above. The sampling method was purposive since the respondents were knowledgeable on the matter under consideration. The officers were from the Directorate of Monitoring and Evaluation, Office of the Prime Minister; Policy Analysts, Economists, and other officers from Ministries and District Local Governments.

**7.2 Data Types and Sources**

Both primary and secondary data were used in the exercise. Primary data was collected from the Office of the Prime Minister, other Ministries, and District Local Governments; while secondary data was obtained from the National Policy on Public Sector Monitoring and Evaluation, and other reports generated by the Office of the Prime Minister.

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**7.3 Data Collection Methods and Tools**

Data was collected through self-administered questionnaires, observations, interview guide and document review.

**7.4 Data Analysis**

Data was analyzed using Microsoft Word and Excel. Presentation of findings was through tables, and narrative for better outlay and understanding.

**8.0 FINDINGS**

This section presents the findings on relevance and effectiveness of the National Policy on Public Sector Monitoring and Evaluation, 2013. Relevance was assessed by analyzing the linkage/ alignment of the Policy activities with the policy problem and objectives. Effectiveness of the Policy was

assessed through determining the extent of achievement of the objectives of the Policy and determining whether the activities of the Policy were being implemented or not and therefore leading to addressing the problem or not.

Much as implementation of the Policy was on-going, the layout and design of the Policy had numerous gaps, for it did not

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clearly articulate the issue of concern, its causes, and effects. The objectives identified did not have corresponding strategic actions/activities to facilitate their effective realization. In addition, the intended outcomes of the Policy were not highlighted. These led to un-systematic implementation of the Policy.

Therefore, the findings herein are based on the Policy as it was designed.

**8.1 Relevance of the National Policy on Public Sector Monitoring and Evaluation (alignment of the Policy)**

This section provides an assessment of whether the objectives and interventions of the Policy were in line with the problem.

Generally, the findings revealed that the actions undertaken were related to the objectives and the problems as stated in the Policy. However, the problem as stated in the Policy did not clearly articulate the issue of concern, its causes, and effects.

Additionally, Policy objectives did not have corresponding actions for implementation.

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**8.1.1 Problem, Objectives, and Actions**

*Problem*

The National Policy on Public Sector Monitoring and Evaluation, 2013 stated a number of issues which were; gaps in existing legislation and administrative practices with respect to tracking the performance and evaluation of public policies and investments; uneven routine monitoring in scope and quality; sparse evaluation in coverage and use across government; and inadequate planning, monitoring and evaluation in the public sector.

The Policy objectives designed to address the problem were to: i. Embed monitoring and evaluation in the management practices of MDAs and LGs.

ii. Expand the coverage of public policy and programmes that are subjected to rigorous evaluation to ensure policy makers know what works and what doesn’t.

iii. Clarify the roles and responsibilities of the various actors in the assessment of public policies and programmes.

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iv. Strengthen the coordination of public and private institutions in the supply and demand of monitoring and evaluation.

v. Strengthen the capacities of MDAs and LGs in terms of skilled personnel, requisite infrastructure, and policy environment to manage and implement the policy.

***Linkage between the problem and the objectives*** The problem stated consisted of challenges affecting public sector monitoring and evaluation. The objectives that were developed in relation to the problems/ challenges stated in the Policy were linked for example the issue of inadequate planning, monitoring and evaluation in the public sector was linked to the objective of embedding monitoring and evaluation in the management practices of Ministries Departments and Agencies and Local Governments; and the issue of coverage would be addressed by the objective of expanding the coverage of public policies that are subjected to rigorous evaluation.

*However, a problem statement should have a public issue of concern, its causes and effects. It is therefore recommended that*

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*the problem should be clearly stated highlighting the issue/s of concern, the causes and effects of the issue/s.* The causes of the issue of concern guide in generating strategic objectives and actions.

The above notwithstanding, in the table below is an assessment of the linkage between Policy objectives and actions undertaken.

**Table 1: Linkage between Objectives and Actions**

| **Objective** | **Actions** | **Observation on the Linkage between objectives and actions** |
| --- | --- | --- |
| To embed monitoring and evaluation in the management practices of MDAs | a) OPM is part of  Development  Committee  that appraises  MDAs  projects  before  approval  quarterly.  b) OPM is conducting | Action (a) is not clear on what OPM looks out for when appraising projects in the Development Committee hence linkage could not be ascertained.  Action (b) is linked to the strategic objective. OPM’s support to |

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|  | indicator  profiling and  target setting  for MDAs  and LGs  every  beginning of  budgeting  cycle. | MDAs in generating clear indicators and setting targets is a foundation for successful monitoring and evaluation. |
| --- | --- | --- |
| To expand the coverage of public policy and programmes that are subjected to rigorous evaluation to ensure policy makers know what works and what doesn’.t | Sourcing of funds to finance rigorous evaluations. This is because rigorous evaluations are expensive and time consuming. | The stated action was not clear on what exactly was to be done to achieve the stated objective. There was need to clearly indicate the action(s) to be undertaken with the sourced funds. |
| To clarify the roles and responsibilities of the various actors in the assessment of public policies and programmes | Review of the Monitoring and Evaluation  Strategy | The action stated was linked to the strategic objective because with review of the Monitoring and Evaluation Strategy there will be identification of what is to be done for effective M&E and the responsibility centers would be |

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|  |  | clarified further. |
| --- | --- | --- |
| To strengthen the coordination of public and private institutions in the supply and demand of monitoring and evaluation | More dialogues like evaluation week where evaluators i.e.  suppliers of evaluations  interface with users or demand side of evaluations | The stated action indicated more engagement with the public and private institutions in the supply and demand of monitoring and  evaluation which to a great extent would strengthen  coordination. The action was therefore linked to the objective. |
| To strengthen the capacities of MDAs and LGs in terms of skilled personnel, requisite infrastructure, and policy environment to manage and implement the policy | More partnerships | The stated activity was not clear on what exactly was to be done to achieve the stated objective. |

50% of the stated actions were clear on what exactly was to be done to achieve the stated objectives and address the stated issues, therefore there was a linkage.

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**8.2 Effectiveness of the National Policy on Public Sector Monitoring and Evaluation**

This section presents details of the assessment of the effectiveness of the Policy in terms of changes in the problem, achievement of Policy objectives and implementation of planned activities.

**8.2.1 Changes in the Problem**

The National Policy on Public Sector Monitoring and Evaluation, 2013 did not clearly state the issue/s of concern, its causes and effects. However, it highlighted a number of challenges which were; gaps in existing legislation and administrative practices with respect to tracking the performance and evaluation of public policies and investments; uneven routine monitoring in scope and quality; sparse evaluation in coverage and use across government; and inadequate planning, monitoring and evaluation in the public sector.

The table below indicates changes in the problem as a result of implementation of the Policy.

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**Table 2: Changes in the Problem**

| **Challenge** | **Status** |
| --- | --- |
| Gaps in existing legislation and administrative practices with respect to tracking the performance and evaluation of public policies and investments | i. The NDP III clearly defined how monitoring  and evaluation of public  policies, programs,  strategies and projects  should be undertaken.  ii. The Public Finance Management Act, 2015  under sections, 21, and 50  emphasised issues of  reporting and  performance review as  means of public sector  monitoring and  evaluation.  iii. A draft Scheme of Service for the  Monitoring and  Evaluation Cadre was  prepared by Office of the  Prime Minister and  submitted to Ministry of  Public Service for |

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|  | approval. |
| --- | --- |
| Uneven routine monitoring in scope and quality | i. A regular reporting system by MDAs and  LGs was developed.  Performance reporting on  different projects and  programs is done by  MDAs on a quarterly  basis and submitted to  OPM and MoFPED.  ii. Initially, the main deliverable was  Government Annual  Performance Report;  however, it has been  expanded to about 60% of  Local Governments. This  is through Quarterly  Barazas, and Local  Government Spot-checks  by OPM.  iii. The scope of coverage of public sector monitoring |

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|  | and evaluation has  expanded to Public Sector  Organisations such as all  Public Universities. |
| --- | --- |
| Sparse evaluation in coverage | i. The evaluations are very limited due to the huge  sums of funds required  which are not provided by  MoFPED. |
| Use of M&E recommendations across government | There is increasing use of M&E recommendations, for example; i. The Strategy for Private Sector Development was  developed basing on  M&E recommendations.  ii. The M&E recommendations also  guide on distribution of  the Development Grants  in Local Governments.  iii. M&E recommendations on NUSAF II informed  development of NUSAF |

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|  | III and IV.  iv. OPM is developing a National Evaluation  Agenda where the various  public projects and  programs will be  scheduled for monitoring  their implementation. |
| --- | --- |
| Inadequate planning, monitoring and evaluation in the public sector | M&E in the public sector was adequately planned in the sectoral approach to planning through sector secretariats. However, there is inadequate planning and  budgeting for M&E in the program based approach to planning and budgeting due to limited coordination. |

Office of the Prime Minister has made significant strides in addressing the above challenges. However, inadequacies in funds and M&E human resources were key constraints to effective addressing of the challenges.

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**8.2.2 Achievement of Policy Objectives**

The analysis in Table 3 below indicates the status of achievement of the Policy objectives.

**Table 3: Status of Achievement of Policy Objectives**

| Objective | Status |
| --- | --- |
| To embed monitoring and evaluation in the management practices of MDAs | OPM is part of Development Committee that appraises MDAs projects before approval. It ensures that Projects have; project concepts, profiles, log frames, results chain, theory of change, indicators, targets, data management plan, and evaluation plans; all of which  facilitate effective monitoring and evaluation in the public sector.  OPM has been conducting indicator profiling and target setting for MDAs and LGs |
| To expand the coverage of public policy and programmes that are subjected to rigorous evaluation to ensure policy makers know what works and what  doesn’t | 48 rigorous evaluations have been conducted e.g. School Facilities Grant (SFG) in Primary Education, Baraza impact evaluation, Dairy Development Authority (was on-going during the time of monitoring), Vegetable Oil Development Project. |
| To clarify the roles and responsibilities of the various actors in the assessment of | This was done through the M&E Operationalization Strategy. It states clearly the roles of the different actors. |

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| public policies and programmes | Additionally, NDP III Chapter 25 clearly articulates the roles and responsibilities of key stakeholders in M&E of public policies and programmes. |
| --- | --- |
| To strengthen the coordination of public and private institutions in the supply and  demand of monitoring and evaluation | This has been done through evaluation conferences like evaluation week where evaluators i.e. suppliers of evaluations interface with users or demand side of evaluations.  OPM in conjunction with Makerere University Kampala introduced a Post graduate Course on Impact Evaluation. |
| To strengthen the capacities of MDAs and LGs in terms of skilled personnel, requisite  infrastructure, and policy environment to manage and implement the policy | Capacity strengthening of MDAs and LGs was done through the Government Evaluation facility and partnerships with other organisations like, 3IE, International Institute for Democracy and Electoral Assistance and International Program for Development Evaluation Training. |

From the information provided above, there is significant progress made in achievement of the stated objectives inspite of lack of a clear problem.

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Details of some monitored and evaluated public interventions are attached in the Annex herein.

**8.3 Supportive Factors for the Achievements Registered** Factors that supported achievement of Policy objectives were:

i. Support from Cabinet in terms of approving requests arising from public sector monitoring and evaluation by the Office of the Prime Minister.

ii. Enhanced appreciation of the essence of monitoring and evaluation by MDAs.

iii. Enhanced coordination between MDAs and Local Governments.

**8.4 Benefits/ Impact of Implementation of the Policy**

The benefits shared by the respondents included;

i. Improved service delivery for example in health and education arising from Barazas where public officers’ performance is assessed by the citizens (recipients of public services). For example in Ngoma, Nakaseke District, citizens indicated that service delivery from public servants

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had improved after conducting a Baraza in the area by the Office of the Prime Minister.

ii. Reduced loss of public funds due to enhanced efficiency in public service delivery.

iii. Enhanced decision making on public interventions as a result of monitoring and findings and recommendations. Findings of some Strategies, Policies, Programmes, and Programmes that have been monitored as a result of the Policy are attached to this Report as ***Annex 1.***

**8.5 Challenges Faced During Implementation of the Policy**

The challenges faced during implementation of the Policy included:

i. Delayed establishment of the Monitoring and Evaluation Cadre by Ministry of Public Service.

ii. Coordination in carrying out and implementation of monitoring and evaluation findings is still weak.

iii. Underutilization of monitoring and evaluation report findings.

iv. Limited skills in monitoring and evaluation.

v. Inadequate tools such as vehicles to carry out monitoring and evaluation.

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**8.6 Proposals to Address the Challenges**

There is need to:

i. Fast-track establishment of the Monitoring and Evaluation Cadre in Public Service.

ii. Strengthen coordination in carrying out monitoring and evaluation and implementation of its findings.

iii. Build capacity of public officers in monitoring and evaluation.

iv. Provide adequate tools required to undertake monitoring and evaluation.

**9.0 CONCLUSION**

The National Policy on Public Sector Monitoring and Evaluation, 2013 has been effective in addressing the stated challenges and realization of the stated objectives. As designed, the Policy was relevant since the Policy objectives and activities undertaken were linked to the stated challenges. However, the Policy did not clearly articulate the issue of concern, its causes, and effects. This affected generation of systematic objectives, actions and outcomes since they are derived from main causes,

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sub-causes and effects of the issue respectively. In addition lack of a Monitoring and Evaluation Cadre, failure to create a Monitoring and Evaluation budget in the chart of accounts affected successful implementation of the Policy.

**10.0 RECOMMENDATIONS**

The recommendations for better performance of the policy were;

i. Office of the Prime Minister should conduct a Regulatory Impact Assessment of Public Sector Monitoring and Evaluation to facilitate identification of all issues therein, their causes, effects, logically aligned objectives and actions and the best remedy.

ii. Government should increase funding to enable Ministries, Departments and Local Governments obtain the necessary inputs for monitoring and evaluation of public policies, projects and programmes.

iii. Ministry of Public Service should examine the issue of establishing a Monitoring and Evaluation Cadre in Public Service.

iv. Ministry of Finance, Planning and Economic Development should expedite creation of an M&E budget line in the Chart of Accounts.

v. Top managements of MDAs and Local Governments should utilize monitoring and evaluation findings to improve implementation of public policies and public interventions.

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**Annex: Findings of some Strategies, Policies, Programmes, and Projects that have been monitored as a result of the Policy**

| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
| **Agriculture**  **financing** |  |  |  |  |
| 1. Agricultural  credit facility  projects | Januar  y 2022 | **Issue:**  Regional and gender  inequalities in access to credit with Access to Account  Credit  Facility  being highest in Central Uganda and lowest in Eastern and Northern  Uganda.  Similarly, the male is | The Bank of Uganda  (BoU)  restructure d the Account  Credit  Facility and introduced the block allocation  which  allows  access to credit with more  relaxed  conditions such as use | As at 30th March 2022, the largest number of beneficiaries according to the Q3 BoU Draft report was from the North. The only downside is that the maximum  available  funds is Ug shs  20million |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | dominating the women in access to credit partly due to lack of collateral, limited  coverage of financial  institutions in Eastern and  Northern  Uganda.  **Recommend ation:**  Affirmative action to the Northern  and Eastern regions. | of Kibanja letter  instead  Land title |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
| 2. Agro  processing  industries  funded under  Uganda  Development  Co  opoeration | Januar  y 2022 | By 31st December  2021, the Uganda  Development Corporation (UDC) was at varying stages of  capitalizing nine  companies in the different regions of the country to promote agro  processing  industries,  namely:  Soroti Fruit Factory  (Teso);  Kigezi  Highland  Tea Ltd | Increased  supervision |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | (Kigezi);  Mabale Tea Factory  (Tooro);  Mutuma  Commercial Agencies  (Eastern);  Atiak Sugar Factory  (Acholi);  Kayonza Tea Factory  (Western); Mpanga Tea Growers  Factory  (Tooro);  Bukona  Agro  Processors  Ltd  (Northern); and Kaaro Koffi Ltd (Western). |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | Six  additional  project  investments were in the pipeline to process anti tick vaccines, coffee,  cassava, tea and fruits.  The  operationaliz ation of investment projects was slow and stalled in some cases due to several  challenges. Some of the projects had |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | started while others were not in operation.  i) Disjoin ted  efforts  among  govern  ment  financi  ng  avenue  s  exempl  ified by  the  delayed  access  of  funds  to  Bukona  agro  process  ors  leading  to the |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | tempor  ary use  of  funds  ear  marked  for  procure  ment of  equipm  ent for  operati  onal  purpos  es. In  additio  n, the  Uganda  Develo  pment  Bank  has no  well  articula  ted  MoU  betwee  n the  other  GoU |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | financi  ng  modalit  ies  such as  ACF  under  the  Bank of  Uganda  i) Limited indepe  ndence  of the  Uganda  Develo  pment  Corpor  ation in  technic  al  decisio  ns on  which  invest  ment is  ready  for  takeoff  to |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | ensure  realizat  ion of  value  for  money  and  reducti  on in  unspen  t funds  at the  end of  the  Financi  al Year.  This  was  demons  trated  by the  low  spendi  ng as  availabl  e funds  were  earmar  ked for  specific |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | project  s that  were  not  invest  ment  ready. |  |  |
| **Agriculture**  **Production and Productivity** |  |  |  |  |
| 1. Government  purchases(N  AADS/OWC) | Januar  y 2022 | **Issue:** Low production  and yields at the farm level due to distribution of low quality seeds especially  through the NAADS | The  National  Agriculture Advisory  Services  (NAADS)  has a quality  assurance  department to pre inspect and | Delivery of inadequate due to Budget  constraints and low quality  inputs  continues  albeit at slow pace due to the |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | **Recommend ation:**  Strengthen quality  assurance  and control of all agro inputs  including  certification of agro-input dealers | carry out laboratory analysis on germinatio n and survival  rates.  The  District  Agriculture Officer and extension  workers  carry out germinatio n tests and also  monitor  survival  rates | quality  assurance  measures  undertaken |
| 2. Agriculture  research,  generation  and  production of  technologies | Januar  y 2022 | **Issue:** Lack of irrigation facilities at the NARO and ZARDIs  **Issue:** Lower technology generation  and research | There is GoU effort to support the  research  institutions with water for  production | The water for  production is now available  though at a small scale at the Agriculture |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | due to inadequate funding and staff  especially in new  emerging  areas such as agri  business,  value  addition and technology promotion.  **Issue:** Lack of synergy and  collaboration between  implementin g agencies leading to resource  wastage.  **Recommend ations:**  i) GoU  should | through for instance  Agriculture Cluster  Developme nt Project has  installed  demonstrat ion systems  The GoU rolled out the  programme Based  Planning  and  Budgeting to increase synergies | Research  Institutions.  Some other institutions such as National  Semi Arid Resources  Institute  Uganda lack irrigation  facilities to support  research,  technology developmen t and promotion  The majority of the agro industrializa tion votes continue to work in silos thus affecting the achievement of the |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | prioriti  se  provisi  on of  water  for  produc  tion in  researc  h  institut  ions  ii) The  Ministr  y of  Agricul  ture,  Animal  Industr  y and  Fisheri  es  (MAAI  F) and  implem  enting  agencie  s  should |  | intended  objectives. |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | review  and re  align  staff  placem  ent  with  the  progra  mme  approa  ch,  paying  attenti  on to  new  emergi  ng  areas in  the  value  chains.  iii) T  he  MAAIF  and  agencie  s  should |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
| --- | --- | --- | --- | --- |
|  |  | strengt  hen  inter  agency  collabo  ration  on  areas of  shared  interest  to  reduce  resourc  e  wastag  e. |  |  |
| Agricultural  Extension | Januar  y 2022 | **Issue**:  Staffing of extension  workers at national level was lower at 3,790 (77%) compared to the staffing | The  MAAIF in collaboratio n with the DLGs  provided  training and mentorship to the | Access to extension  services by farmers has improved,  although the number of extension  workers  remain |

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|  |  | norms of 48981. This is similarly lower than the  recommende d ratio (1:1800) - one  extension  worker to 1800  households in Uganda where there are 8.933 million  households2. Extension  outreach was low due to inadequate  transport  means and equipment  for the extension | extension  workers.  Technical and routine support  supervision was  undertaken during the period  under  review. The ministry  established the model farmers in various  districts as part of the measures to enhance  access to agriculture extension  services.  Recruitmen t of | below the staffing  norms. |

1The staffing levels were as 1st July 2021

2UBOS (2021), Uganda National Household Survey FY2019/20

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|  |  | workers  **Recommend ation**: The MAAIF and Agencies to improve  recruitment, deployment and skilling of extension workers in the country | extension  workers  was  ongoing;  districts  were  provided  with more vehicles  and motor cycles for extension  service  The UCDA and CDO deployed  more  extension  workers for coffee and cotton  targeted  extension  services. |  |
| Agricultural  Infrastructure  mechanization and Water for production | Januar  y 2022 | Issues: Low production | By 31st December 2021, valley dams and | There has been  increased  access at farm level to |

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| programme |  | and  productivity due to harsh weather  conditions, inadequate water for production facilities and non  functionality of some of the  established infrastructur es.  MAAIF is  developing the Regional Mechanizati on  workshops. The progress of works is  however | tanks, fish ponds,  canals,  deep and shallow  wells for micro  irrigation  were  established by MAAIF in  communitie s  countrywid e and at research  institutions. Micro-scale irrigation  equipment was  provided to farmers and public  institutions under the Uganda  Intergovern | water for production, leading to improved  production and  productivity .  However,  many areas remain  water  stressed as the outreach of the intervention  s is low |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | behind  schedule and this is  affecting  timely  availability of equipment for land  clearance,  excavation of valley dams, construction of farm  access roads among  others.  Recommend ation: The MAAIF and Agencies to increase  investment and excess | mental  Fiscal  Transfer  Program to demonstrate coffee and horticulture enterprises.  Slow  performanc e of the UGIFT  program  was noted, in terms of roll out to farmers.  Developme nt of  Regional  Mechanizat ion  workshops commence d and were at various |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | to irrigation facilities at farm level and fast track  completion of the Regional  mechanizatio n Centres | levels of  completion. The civil  works at  Buwama in Mpigi was at 90%  completion, Mbale was at 60%  complete, while  Bushenyi,  and  Kiryandong o was at  design  stage. The National  Referral  Centre in  Namalele in Wakiso and the Agwata |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  |  | station in  Dokolo was renovated as at 31st  December 2021. The works at  Mbale  however  had stalled and the  contractor was off site. This was  attributed to delayed payments  to the  service  providers. |  |
| Meat Export Support Services | June  2021 | Issues:  Construction of | The MAAIF completed constructio n of | All the monitored farmers in Sembabule |

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|  |  | Ruhengyere Holding  Ground was halted at 10%  completion as the land on which the facility was established was  occupied by to an Army Barracks (10 square miles) and part of the land was claimed and occupied by an individual (5 square miles). The funds that had been allocated to completing  Ruhengyere holding | Nshaara  Holding  Ground to support the private  sector that is engaged in sale of high end products.  A total of 2,481 local Mubende  goats and 1400 doses of multivax were  purchased and  distributed to 17 farmers in Sembabule district, the distributed goats were pre | district had received 50 goats each at no cost and they were of good  quality. The main  challenge  was that very few farmers had benefitted  from the project  given the small  budget  allocated  The  challenge of delayed  disburseme nts from MAAIF to spending |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | ground were diverted to maintenance of the Kyankwanzi  and Katonga farms and procurement of assorted laboratory  equipment and reagents  Delayed  disbursemen ts where approvals  take 1-2 months thus leading to delayed  implementat ion of activities.  The Goat Roll Project received the bulk of funds | treated,  sprayed,  dewormed, tagged and were  inspected  by the district  veterinary officer prior to  distribution and  delivery to farmers | agencies still continues |

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|  |  | (Ug shs 807.201 m) at the end of June 2021. These funds were not spent by the end of the FY  Recommend ations:  i) The  MAAIF  should  ensure  that  funds  are  disburs  ed to  implem  enting  depart  ments  in time  and the  necess  ary |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | approv  als  expedit  ed  timely  by the  Accoun  ting  Officer.  ii) The  MAAIF  in  collabo  ration  with  the  Uganda  Land  Commi  ssion  and  Courts  of Law  should  resolve  the  land  wrangl |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | es and  title  public  land. |  |  |
| **Storage, Agro-processing and Value Addition** | | | | |
| 1. Agriculture  Cluster  Development  Project | Januar  y 2022 | **Issue:** The project  enhanced  access to agricultural inputs at an affordable  cost as a result of the GoU  subsidy.  There is greater  ownership of the inputs and  technologies due to the | The ACDP mobilizes  farmers and encourages both male and female to  participate in  agriculture production, production, agro  processing and value addition.  There is limited  deliberate affirmative efforts to | Men  continue to dominate  women in access to inputs  under  ACDP.  The E voucher  system is not  effectively  operating  due  contractual disagreemen ts between GoU and UBA the consequent |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | co-payment from the farmers.  Overall the male  dominated  the female in the e voucher  system of enrolment,  order  placement  and receipt of the inputs except in Apac, Tororo and Gulu districts out of the 57 districts.  **Recommend ations**  Scale up e | bring to parity the ACDP  beneficiarie s | failure of some  farmers to access  inputs  worth Ug shs 7 billion  *‘‘ACDP is a good project if well managed from the centre … those who paid and received their inputs are happy while those who paid and have not received their inputs are cursing the district team which has no control on the supplier’’* |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | voucher  subsidy to increase  access and use of inputs.  The ACDP should  institute  deliberate  efforts to lead to parity among men and women in access to inputs. |  | *District*  *Agriculture*  *officer – Mbale DLG* |
| **Agricultural Market Access and Competitiveness** | | | | |
| 1. Markets and Agricultural  Trade  Improvement  Programme  Phase 2  (MATIP-2) | Januar  y 2022 | Nine out of 12 markets that were redeveloped  by Ministry of Local Government (MOLG) | No action made. To be considered for new markets to be  developed | Markets  enhanced  access for sell of commoditie s. Some developed  markets  however  remain |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | under the Markets and Agricultural Trade  Improvemen t Programme Phase 2 (MATIP-2) were  completed  and in use, especially by traders of agricultural  produce.  Functionalit y of markets in use was however  lower due to: poor  infrastructur e designs that made it difficult for |  | unoccupied. |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | clients to reach the food stalls; and lack of shades to protect the perishable  products  from  weather  vagaries  leading to high post harvest  losses.  **Recommend ation:**  1. The  MoLG  should  review  future  markets  under  developm  ent to |  |  |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | ensure  that the  facilities  are  appropria  te to meet  the needs  of traders. |  |  |
| **Institutional Strengthening and Coordination** | | | | |
| Parish  Development  model | Januar  y 2022 | Institutional Strengthenin g and  Coordinatio n poorly performed  with only 30% of the planned  actions  achieved.  The  implementati on of the Parish | The PDM guidelines were  launched in February  2022.  The Parish chiefs were recruited in parishes  where there were no parish  chiefs.  The GoU | The Parish chiefs are in place.  Mobilizatio ns ongoing in  preparation for the roll out. |

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| **Policy/Programme /**  **Project** | **When it was last**  **Monit**  **ored** | **Key findings and**  **recommend ations** | **Action(s) taken** | **Outcomes/c urrent**  **status** |
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|  |  | Development Model was off track.  Data was however  collected  with support from MAAIF to support policy and coordination in various local  governments  The delayed commencem ent of implementati on of the PDM  weakens the GoU efforts of  Strengthenin g | has  provided  additional funding in FY2022/23 to fast track  rolling |  |

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|  |  | Institutional Coordinatio n for Improved  Service  Delivery.  **Recommend ations**  The DLG should fast track  implementati on of the activities |  |  |

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