



The Republic of Uganda

**REPORT ON MONITORING AND EVALUATION OF  
THE NATIONAL POLICY ON PUBLIC SECTOR MONITORING AND  
EVALUATION, 2013**

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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

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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**DEPUTY HEAD OF PUBLIC SERVICE AND DEPUTY  
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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

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

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.

- 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



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

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.

### **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

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.

## **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.

- 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*

*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**

<b>Objective</b>	<b>Actions</b>	<b>Observation on the Linkage between objectives and actions</b>
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

	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



		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.

## **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.

**Table 2: Changes in the Problem**

<b>Challenge</b>	<b>Status</b>
Gaps in existing legislation and administrative practices with respect to tracking the performance and evaluation of public policies and investments	<ol style="list-style-type: none"><li data-bbox="857 285 1404 682">i. The NDP III clearly defined how monitoring and evaluation of public policies, programs, strategies and projects should be undertaken.</li><li data-bbox="857 709 1404 1312">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.</li><li data-bbox="857 1339 1404 1894">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</li></ol>

	approval.
Uneven routine monitoring in scope and quality	<ul style="list-style-type: none"> <li data-bbox="857 264 1416 894">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.</li> <li data-bbox="857 926 1416 1703">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.</li> <li data-bbox="857 1734 1416 1875">iii. The scope of coverage of public sector monitoring</li> </ul>

	<p>and evaluation has expanded to Public Sector Organisations such as all Public Universities.</p>
<p>Sparse evaluation in coverage</p>	<p>i. The evaluations are very limited due to the huge sums of funds required which are not provided by MoFPED.</p>
<p>Use of M&amp;E recommendations across government</p>	<p>There is increasing use of M&amp;E recommendations, for example;</p> <ul style="list-style-type: none"> <li>i. The Strategy for Private Sector Development was developed basing on M&amp;E recommendations.</li> <li>ii. The M&amp;E recommendations also guide on distribution of the Development Grants in Local Governments.</li> <li>iii. M&amp;E recommendations on NUSAF II informed development of NUSAF</li> </ul>

	<p>III and IV.</p> <p>iv. OPM is developing a National Evaluation Agenda where the various public projects and programs will be scheduled for monitoring their implementation.</p>
<p>Inadequate planning, monitoring and evaluation in the public sector</p>	<p>M&amp;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&amp;E in the program based approach to planning and budgeting due to limited coordination.</p>

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.

## 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	<p>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.</p> <p>OPM has been conducting indicator profiling and target setting for MDAs and LGs</p>
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.

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	<p>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.</p> <p>OPM in conjunction with Makerere University Kampala introduced a Post-graduate Course on Impact Evaluation.</p>
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.



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

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.

## **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,

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.

## 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 Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
<b>Agriculture financing</b>				
1. Agricultural credit facility projects	January 2022	<b>Issue:</b> 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) restructured the Account Credit Facility and introduced the block allocation which allows access to credit with more relaxed conditions such as use	As at 30 <sup>th</sup> 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

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>dominating the women in access to credit partly due to lack of collateral, limited coverage of financial institutions in Eastern and Northern Uganda.</p> <p><b>Recommendation:</b> Affirmative action to the Northern and Eastern regions.</p>	of Kibanja letter instead Land title	

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
2. Agro-processing industries funded under Uganda Development Co-operation	January 2022	By 31 <sup>st</sup> 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	

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		(Kigezi); Mabale Tea Factory (Tooro); Mutuma Commercial Agencies (Eastern); Atiak Sugar Factory (Achoi); Kayonza Tea Factory (Western); Mpanga Tea Growers Factory (Tooro); Bukona Agro-Processors Ltd (Northern); and Kaaro Koffi Ltd (Western).		



Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>Six additional project investments were in the pipeline to process anti-tick vaccines, coffee, cassava, tea and fruits.</p> <p>The operationalization of investment projects was slow and stalled in some cases due to several challenges. Some of the projects had</p>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>started while others were not in operation.</p> <p>i) Disjointed efforts among government financing avenues exemplified by the delayed access of funds to Bukona agro processors leading to the</p>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>temporary use of funds earmarked for procurement of equipment for operational purposes. In addition, the Uganda Development Bank has no well-articulated MoU between the other GoU</p>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		i) financing modalities such as ACF under the Bank of Uganda Limited independence of the Uganda Development Corporation in technical decisions on which investment is ready for takeoff to		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>ensure realization of value for money and reduction in unspent funds at the end of the Financial Year. This was demonstrated by the low spending as available funds were earmarked for specific</p>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		projects that were not investment ready.		
<b>Agriculture Production and Productivity</b>				
1. Government purchases(N AADS/OWC)	January 2022	<b>Issue:</b> 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

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<b>Recommendation:</b> Strengthen quality assurance and control of all agro-inputs including certification of agro-input dealers	carry out laboratory analysis on germination and survival rates.  The District Agriculture Officer and extension workers carry out germination tests and also monitor survival rates	quality assurance measures undertaken
2. Agriculture research, generation and production of technologies	January 2022	<b>Issue:</b> Lack of irrigation facilities at the NARO and ZARDIs <b>Issue:</b> 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

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>due to inadequate funding and staff especially in new emerging areas such as agri-business, value addition and technology promotion.</p> <p><b>Issue:</b> Lack of synergy and collaboration between implementing agencies leading to resource wastage.</p> <p><b>Recommendations:</b> i) GoU should</p>	<p>through for instance Agriculture Cluster Development Project has installed demonstration systems</p> <p>The GoU rolled out the programme Based Planning and Budgeting to increase synergies</p>	<p>Research Institutions.</p> <p>Some other institutions such as National Semi Arid Resources Institute Uganda lack irrigation facilities to support research, technology development and promotion</p> <p>The majority of the agro-industrialization votes continue to work in silos thus affecting the achievement of the</p>



Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>prioritise provision of water for production in research institutions</p> <p>ii) The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and implementing agencies should</p>		intended objectives.

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>review and re-align staff placement with the programme approach, paying attention to new emerging areas in the value chains.</p> <p>iii) The MAAIF and agencies should</p>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		strengthen inter-agency collaboration on areas of shared interest to reduce resource wastage.		
Agricultural Extension	January 2022	<b>Issue:</b> Staffing of extension workers at national level was lower at 3,790 (77%) compared to the staffing	The MAAIF in collaboration with the DLGs provided training and mentorship to the	Access to extension services by farmers has improved, although the number of extension workers remain

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>norms of 4898<sup>1</sup>. This is similarly lower than the recommended ratio (1:1800) - one extension worker to 1800 households in Uganda where there are 8.933 million households<sup>2</sup>. Extension outreach was low due to inadequate transport means and equipment for the extension</p>	<p>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. Recruitment of</p>	<p>below the staffing norms.</p>

<sup>1</sup> The staffing levels were as 1<sup>st</sup> July 2021

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

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>workers</p> <p><b>Recommendation:</b> The MAAIF and Agencies to improve recruitment, deployment and skilling of extension workers in the country</p>	<p>extension workers was ongoing; districts were provided with more vehicles and motor cycles for extension service</p> <p>The UCDA and CDO deployed more extension workers for coffee and cotton targeted extension services.</p>	
Agricultural Infrastructure mechanization and Water for production	January 2022	Issues: Low production	By 31 <sup>st</sup> December 2021, valley dams and	There has been increased access at farm level to

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
programme		<p>and productivity due to harsh weather conditions, inadequate water for production facilities and non-functionality of some of the established infrastructures.</p> <p>MAAIF is developing the Regional Mechanization workshops. The progress of works is however</p>	<p>tanks, fish ponds, canals, deep and shallow wells for micro-irrigation were established by MAAIF in communities countrywide and at research institutions. Micro-scale irrigation equipment was provided to farmers and public institutions under the Uganda Intergovern</p>	<p>water for production, leading to improved production and productivity.</p> <p>However, many areas remain water stressed as the outreach of the interventions is low</p>

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>behind schedule and this is affecting timely availability of equipment for land clearance, excavation of valley dams, construction of farm access roads among others.</p> <p>Recommendation: The MAAIF and Agencies to increase investment and excess</p>	<p>mental Fiscal Transfer Program to demonstrate coffee and horticulture enterprises. Slow performance of the UGIFT program was noted, in terms of roll out to farmers.</p> <p>Development of Regional Mechanization workshops commenced and were at various</p>	

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		to irrigation facilities at farm level and fast track completion of the Regional mechanization Centres	levels of completion. The civil works at Buwama in Mpigi was at 90% completion, Mbale was at 60% complete, while Bushenyi, and Kiryandongo was at design stage. The National Referral Centre in Namalele in Wakiso and the Agwata	



Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
			station in Dokolo was renovated as at 31 <sup>st</sup> 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 construction of	All the monitored farmers in Sembabule

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>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</p>	<p>Nshaara Holding Ground to support the private sector that is engaged in sale of high end products.</p> <p>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-</p>	<p>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</p> <p>The challenge of delayed disbursements from MAAIF to spending</p>

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		<p>ground were diverted to maintenance of the Kyankwanzi and Katonga farms and procurement of assorted laboratory equipment and reagents</p> <p>Delayed disbursements where approvals take 1-2 months thus leading to delayed implementation of activities.</p> <p>The Goat Roll Project received the bulk of funds</p>	<p>treated, sprayed, dewormed, tagged and were inspected by the district veterinary officer prior to distribution and delivery to farmers</p>	<p>agencies still continues</p>

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>(Ug shs 807.201 m) at the end of June 2021. These funds were not spent by the end of the FY</p> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>i) The MAAIF should ensure that funds are disbursed to implementing departments in time and the necessary</li> </ul>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>approvals expedited timely by the Accounting Officer.</p> <p>ii) The MAAIF in collaboration with the Uganda Land Commission and Courts of Law should resolve the land wrangl</p>		

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

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		<p>co-payment from the farmers.</p> <p>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.</p> <p><b>Recommendations</b> Scale up e-</p>	<p>bring to parity the ACDP beneficiaries</p>	<p>failure of some farmers to access inputs worth Ug shs 7 billion</p> <p><i>“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”</i></p>

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>voucher subsidy to increase access and use of inputs.</p> <p>The ACDP should institute deliberate efforts to lead to parity among men and women in access to inputs.</p>		<i>District Agriculture officer – Mbale DLG</i>
<b>Agricultural Market Access and Competitiveness</b>				
1. Markets and Agricultural Trade Improvement Programme Phase 2 (MATIP-2)	January 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 commodities. Some developed markets however remain



Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>under the Markets and Agricultural Trade Improvement Programme Phase 2 (MATIP-2) were completed and in use, especially by traders of agricultural produce.</p> <p>Functionality of markets in use was however lower due to: poor infrastructure designs that made it difficult for</p>		unoccupied.

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>clients to reach the food stalls; and lack of shades to protect the perishable products from weather vagaries leading to high post-harvest losses.</p> <p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li>The MoLG should review future markets under development to</li> </ol>		

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		ensure that the facilities are appropriate to meet the needs of traders.		
<b>Institutional Strengthening and Coordination</b>				
Parish Development model	January 2022	Institutional Strengthening and Coordination poorly performed with only 30% of the planned actions achieved. The implementation 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. Mobilizations ongoing in preparation for the roll out.

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>Development Model was off track.</p> <p>Data was however collected with support from MAAIF to support policy and coordination in various local governments</p> <p>The delayed commencement of implementation of the PDM weakens the GoU efforts of Strengthening</p>	<p>has provided additional funding in FY2022/23 to fast track rolling</p>	

Policy/Programme / Project	When it was last Monitored	Key findings and recommendations	Action(s) taken	Outcomes/current status
		<p>Institutional Coordination for Improved Service Delivery.</p> <p><b>Recommendations</b></p> <p>The DLG should fast-track implementation of the activities</p>		