



**Republic of Uganda
Office of the Prime Minister**

**“Using Evaluation from a
Country’s Perspective”**

**By:
Pius Bigirimana
Permanent Secretary**

**Paper Presented at the High-Level Panel of United
Nations Evaluation Group, 16th April 2013, New York**

Contents of Presentation

1. Introduction
2. Evaluation of Poverty Eradication Action Plan (PEAP) (1997-2007)
3. Major Findings of Evaluation of PEAP
4. Current Performance Monitoring
5. Citizens Demand for Accountability(Baraza)
6. Government Evaluation Facility (GEF)
7. Challenges and Way forward
8. Conclusion

1. Introduction

- The evaluation of Uganda's Poverty Eradication Action Plan (PEAP) (1997-2007).
- A nationally-driven evaluation of a country's poverty reduction strategy.
- PEAP started 1997 with an intention of providing a framework for policies to address poverty over a 20-year period.
- PEAP was reviewed in 2000 and in 2003. In 2007, the Government decided a new direction and new type of plan was needed- hence need for an evaluation
- In 2008, designed an evaluation that would provide a measure of what had been achieved under PEAP,
- Set the direction for the new plan.

2. Evaluation of PEAP Objectives

Why?

- Determining how effective the PEAP had been:
 - as a consensus-building mechanism for the expression of national development aspirations
 - in guiding national policy
 - to the extent to which it was the appropriate vehicle to do so in the future
 - looking at what results had been achieved.
- Determining how effective the PEAP had been in delivering results:
 - as an instrument of prioritization
 - for strategic resource allocation and accountability
- Identifying and highlighting specific practices from the decade of Uganda's PEAP
 - how best would it inform the formulation of the third revision of the PEAP
 - New plan with a view of achieving the poverty eradication target by 2017.

3. Findings of Evaluation of PEAP

Major findings!

- That PEAP had challenges of providing operational guidance to achieve its results.
- Difficulties of clearly aligning medium-term expenditure framework/budget to the PEAP targets.
- Challenges of balancing of priorities between poverty reduction and growth.
- Deficiencies in the coordination of Government business and its oversight
- Poverty reduced substantially during PEAP period but was uneven, with urban bias and with growth tending to benefit the better-off
- Provided extremely valuable and accessible information of what worked and what didn't during the decade of the PEAP between 1997-2007

4. Current Performance Monitoring

- Office of the Prime Minister (OPM) has *constitutional mandate of coordination, monitoring and evaluation under Article 108A of the Constitution*.
- OPM established *bi-annual Government Performance Assessments*.
 - *Reports arising from the assessment* are discussed at *Cabinet Retreats* to track performance and spending and take corrective measures.
 - Generating *demand pressures* on Ministries to improve performance and monitoring and evaluation practices.
- Government performance reports use scorecard with “Traffic Light” system to assess all Ministries, Departments and Agencies on performance indicators against set annual targets and spending against budgets
 - **Green means the target at the end of the Financial Year has been**
 - **Yellow means - the level of progress against the target or action is slightly below borderline**
 - **Red means - the target at the end of the Financial Year has not been met**
 - **Grey means - insufficient or no data or information has been provided and therefore assessment is not possible**
- Proceedings from the Retreats include
 - the specific actions agreed upon to address issues raised
 - progress made against these actions is tracked and reported on at the subsequent retreat. UNDP signed an MoU with OPM to strengthen this initiative

5. Citizens Demand for Accountability

- Baraza initiative:
 - Seeks to strengthen citizen's engagement with the state
 - Enable them to oversee Government spending at Local Government level
 - It is a critical participation evaluation activity and Presidential directive in Uganda.
- It is a “town-hall” style meeting:
 - Government representatives present on their activities during the previous year
 - Present spending and then the public respond with questions, queries and analysis of their own.
- *Barazas* help the civil and political leaders:
 - To explain to the community what Local Government does
 - The amount of funds received from central government how they are spent.
- Through *Barazas* Government leaders and implementers get to know issues that affect their citizens and make an input-

6. Government Evaluation Facility (GEF)

- ❑ To address the poor coverage and quality of public policies and investments by evaluation in Uganda, OPM has established GEF-
 - which provides a systematic basis for expanding the supply of rigorous assessments to address public policy and major public investment questions surrounding the effectiveness of Government intervention
 - help tackling underlying constraints to improved service delivery.
- ❑ *Elements of GEF:*
 - Has a two year rolling agenda of evaluation topics, approved by Cabinet [**From 2012 to 2014**].
 - Has a Virtual fund to finance **evaluations** [**Initially with \$1m secured from the development partners and government of Uganda**].
 - Has Standards, process guidelines and database for guiding & communicating findings [**Evaluation standards are developed to guide the design, conduct, management and dissemination of key national evaluations. Based on existing international standards**].
 - Seeks to address previously identified problems of ownership capacity and utility by
 - locating the facility in Government (OPM)
 - using it to build analytical and evaluative capacity amongst its members. [**This helps government to respond to the findings and recommendations of evaluations, and proposed actions are followed-up and implementation is tracked through the national coordination mechanism**]
 - Is overseen by sub-committee made up of experts from public sector institutions [**Office of the Prime Minister, Ministry of Finance Planning and Economic Development, National Planning Authority, Uganda Bureau of Statistics**], academia, Non-Government Organization and Donor Community

7. Challenges and Way forward

- Capacity Gap.
 - Improvements in evaluation require strong skills and experience in quantitative and qualitative methods
 - OPM has started a capacity building programme with UNDP and German Government to address this
- Types of Evaluation.
 - Impact evaluations are useful, as are other forms, whether process or performance evaluations depending on context
 - Rigorous methods are required for all forms of evaluation to ensure confidence in the findings [evaluation methods that determines impact using qualitative or quantitative methods or both]
- Use of Evaluation.
 - As Government of Uganda starts to produce findings from evaluation, these will be rolled into the bi-annual Cabinet Retreats.
 - Need to find other ways to communicate key messages to stakeholders like media and publication of articles in referred academic journals.

8. Conclusion

- PEAP evaluation highlighted deficiencies in the coordination of Government business, and its oversight.
- As a result the role of the Prime Minister in overseeing service delivery has been strengthened
 - The oversight and monitoring and evaluation functions have been strengthened both at the National and Sub-National Level
 - Also handles coordination and implementation of special programmes
- Establishment of Government Evaluation Facility to evaluate public policies and major public investments is critical and a major milestone towards improvement of service delivery in Uganda
- Development of a National M&E Policy that addresses gaps in existing legislation and administrative practices with respect to tracking the performance and evaluation of public policies and investments will entrench discipline and result oriented performance.
- Development of the successor National Development Plan (2010 – 2015) with the theme “**Growth, Employment and Social-economic transformation for prosperity**” will create the culture of wealth creation. The effects will continue to be seen as the NDP is implemented and monitored.

END OF PRESENTATION

Thank you.