

# The Uganda Evaluation Association

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**STRATEGIC PLAN (2021 – 2025)**

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## LIST OF ABBREVIATIONS

AfrEA	Africa Evaluation Association
AfCFTA	Africa Continental Free Trade Area
AMR II	African Multidimensional Regional Integration Index
AU	African Union
CSOs	Civil Society Organisations
CLEAR AA	Centres for Learning on Evaluation and Results in Anglophone Africa
DPs	Development Partners
DFID	Department for International Development
DENIVA	Uganda Development Network of Indigenous Voluntary Associations
EXCOM	Uganda Evaluation Association Executive Committee
EAC	East African Community
FY	Financial Year
GAPR	Government Annual Performance Review
GEF	Government Evaluation Facility
GoU	Government of Uganda
ICED	International Centre for Evaluation and Development
ICSC	Implementation Coordination Steering Committee
ICT	Information and Communication Technology
IPDET	International Programme for Development Evaluation
LGDP	Local Government Development Programme
LGFC	Local Government Finance Commission
LGs	Local Governments
LGAF	Land Governance Assessment Framework
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments & Agencies
MoFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
NDP	National Development Plan
NGOs	Non-government Organizations
OPM	Office of the Prime Minister
PMES	Poverty Monitoring and Evaluation Strategy
PNSD	Plan for National Statistical Development
PSFU	Private Sector Foundation Uganda
PSMS	Public sector management sector
PWGs	Programme Wide Groups
SDGs	Sustainable Development Goals
UBOS	Uganda Bureau of Statistics
UEA	Uganda Evaluation Association

UMI	Uganda Management Institute
UN	United Nations
VOPEs	Voluntary Organizations for Professional Evaluators
YEES	Young Emerging Evaluators

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## 1. INTRODUCTION

### 1.1. Background

The Uganda Evaluation Association (UEA) was formed in May 2001 and registered in 2002 as a professional evaluation association and national chapter of the African Evaluation Association (AfrEA). The mission then was “to promote the practice, use, quality and ethics of Monitoring & Evaluation in Uganda’s development process”. Its vision then was “to be the leading professional evaluation association in Uganda”. The UEA is a national voluntary association of evaluation practitioners and stakeholders with a common interest in developing and promoting evaluation culture and practice in Uganda.

This is the second five year Strategic Plan (2020/21-2025) for the Uganda Evaluation Association (UEA), the first one having been implemented during 2017 – 2021. The vision and mission have been reviewed; UEA intends to meet the growing demand for professional evaluation practice locally, in both public sector and Civil society organizations, Academia and Non state actors.

Therefore, UEA takes the opportunity to operate learning partnerships with the actors in the development field and to promote the Young and Emerging Evaluators (YEEs). UEA has also gained capacity in terms of membership and visibility at National and International level; therefore, will endeavour to expand benefits to members by offering forums for learning and professionalism. While taking initiative to increase benefits and coverage, UEA intends to draw on internal and external resources (human and physical) to accomplish her goals.

This five year strategic plan addresses new strategic direction, lessons learned and context analysis. It was produced through a participatory process involving members all stakeholder.

### 1.3. Process to develop the strategic plan

The scope of review and development process involved evaluation of the strategic and implementation plan (2017 – 2021). The methodology employed allowed analysis and synthesis of documents presented in **Table 1**. This was followed by the collection of data through key informant interviews which were sent to selected stakeholders, data analysis and drafting of the plan as well as stakeholders’ consultative workshop to elicit more information from the participants.

Approximately 20 respondents provided useful information to enrich the contents of the plan. Processing and analysis of collected data was done using content analysis. The approach also relied on an analytical approach of different criteria, review and synthesis of available literature, a systematic approach to the analysis of opinions from stakeholders. Finally, the drafting of the plan was done in close supervision and support from UEA secretariat and the Executive Committee (EXCOM).

**Table 1: The documents reviewed and description of purpose**

Document	Description of purpose of the document
i) UEA Strategic Plan (2017 – 2021)	Review of the mandate and strategic actions
ii) National Monitoring and Evaluation Policy (2013);	Guidelines, principles, mandate of stakeholders
iii) National Development Plan II (2015/16 – 2019/20), and National Development Plan III (2019/20 – 2024/25)	Strategic policy and planning direction of the country
iv) Constitution of the Republic of Uganda (1995)	The rights, obligations and responsibilities of citizens, and organs of government
v) Dashboard under Public Investment Management Information System (PIMIS) & PIMIS Reforms recommendations.	Reporting framework of the PIMIS

## 2. UEA SITUATION ANALYSIS

### 2.1. Institutional Analysis

The Uganda Evaluation Association has two core level players. The UEA secretariat and by the Executive Committee (ExCOM). The UEA secretariat comprises of the office administrator and IT officer while the Executive Committee comprises of five elected members that include the President, Vice President, General Secretary, Assistant General Secretary and Treasurer. The ExCom appoints and works closely with three additional members who are representatives of three key institutions. These are Academia, Private Sector as well as the Young and Emerging Evaluators (YEEs).

The EXCOM holds regular meetings to provide strategic direction for implementation of UEA activities address emerging challenges and forge partnerships with supportive institutions. The strategic plan spells out clear mandates for planning, monitoring, evaluation and reporting, local resource mobilization, sensitization and communication of monitoring and evaluation evidence strengthening partnerships.

Other areas of focus are; UEA focused innovations, leadership culture and decision-making for implementation of the monitoring and evaluation anchored within existing national coordination structures.

This strategic plan operationalizes the work and provides priority actions to catalyse the implementation of monitoring and evaluation initiatives through providing a new strategic direction, undertaking various activities including organising Evaluation Weeks to provide a deeper understanding of M&E during the NDP III period (2020/21 – 2024/25).

## 2.2. SWOT and PESTEL Analysis

The section presents an analysis of both the internal and external environment using the SWOT and PESTEL tools of analysis. Also proposed are key strategies for consideration under the prevailing circumstances. SWOT analysis is presented in Table 2, while PESTEL analysis is presented in Table 3.

**Table 2: Strengths, Weaknesses, Opportunities and Threats**

Parameters	Strategies
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Established a secretariat at the Uganda Management Institute and functional office in Kampala city;</li> <li>• Active Executive Committee;</li> <li>• Evaluation Standards available;</li> <li>• Forums for members to exchange – Monthly National Evaluation Talks NETs;</li> <li>• Membership subscription</li> <li>• Active YEEs</li> <li>• MoUs and partnerships with Public Sector and Academia</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain a Memorandum of Understanding with Uganda Management Institute;</li> <li>• Convene ExCOM meetings as per the agreed upon schedule</li> <li>• Disseminate the evaluation standards widely among UEA members</li> <li>• Mobilize more members to subscribe to the association</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate benefits to members</li> <li>• Inadequate staffing</li> <li>• Limited funding sources</li> <li>• Limitations in implementation and monitoring use of the Uganda Evaluation Standards</li> <li>• Inadequate institutional visibility</li> <li>• Board of Trustees not in place to provide strategic direction to the Executive</li> <li>• Inadequate evaluation capacity among members</li> </ul>	<ul style="list-style-type: none"> <li>• Support UEA members with more capacity building in M&amp;E</li> <li>• Support UEA members to undertake research in M&amp;E and to develop conference papers as well as publishing M&amp;E articles</li> <li>• Develop and implement a Resource mobilization strategy</li> <li>• Disseminate the evaluation standards widely among UEA members</li> <li>• Liaise with OPM to participate in monitoring evaluation standards</li> <li>• Maintain an updated website</li> <li>• Establish the Board of Trustees</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Well established among partners</li> <li>• National and international recognition</li> <li>• Legally registered</li> <li>• Fairly diverse membership from sectors</li> <li>• A high spirit of voluntarism</li> <li>• Ugandan AfrEA President</li> <li>• Supportive Government institutions (OPM, MFPED, OPP)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish more collaborations and partnerships</li> <li>• Attract new members to subscribe to UEA</li> <li>• Engage UEA members in local and international M&amp;E engagements</li> <li>• Continue holding the Uganda Evaluation Week to attract more members</li> </ul>

<ul style="list-style-type: none"> <li>• Available Development Partner grants- 3ie, AfrEA</li> </ul>	
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Limited involvement in National Policy influence and legislation</li> <li>• Working relationship with like-minded associations missing</li> <li>• Dependency on voluntarism of members</li> <li>• Transient membership</li> <li>• Emergence of parallel evaluation groups (USAID, Academic....)</li> <li>• Absence of membership accreditation system</li> <li>• Absence of a standardized M&amp;E curriculum</li> <li>• M&amp;E not yet recognised as a standalone Profession</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby Government organs to involve UEA during development, implementation and review of national policies and legislation</li> <li>• Establish more collaborations and partnerships</li> <li>• Identify more avenues for members' benefit from the Association</li> <li>• Update UEA Policy framework</li> <li>• Map out members expertise for UEA use</li> <li>• Undertake more MoUs with key strategic partners (Gov and the academia)</li> <li>• Profile and disseminate UEA membership benefits</li> <li>• Rolling regional university-based membership charters</li> <li>• Explore collaborations with parallel initiatives</li> </ul>

**Table 3: Political, Economic, Social, Technological, Environmental and Legal aspects**

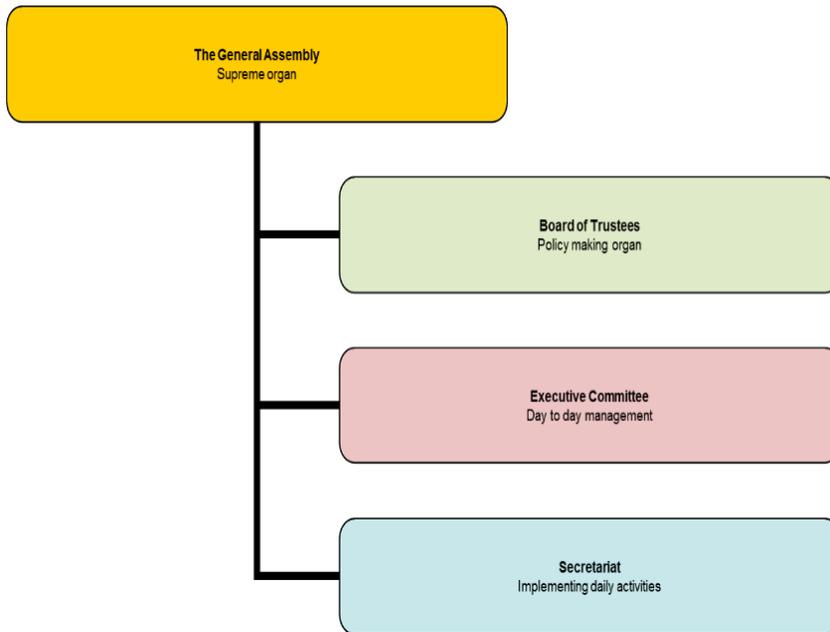
<b>Parameter</b>	<b>Strategies</b>
<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• There is political goodwill and there are MDAs to support UEA;</li> <li>• There is political stability and political support for the activities of monitoring and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Close engagement of the political leadership and MDAs in UEA activities</li> <li>• Create avenues for more engagement in monitoring of national development interventions</li> <li>• Strengthen the OPM Partnerships through regular interactions and updates regarding M&amp;E</li> </ul>
<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• There is increasing recognition and membership mobilization for the activities of UEA;</li> <li>• Anticipated to have less volatile economic environment to affect the funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish avenues to attract more members into UEA</li> <li>• Develop the Resource Mobilization Strategy in order to attract more funding and thus more initiatives for UEA</li> </ul>

<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• UEA is inclusive and also address social aspects such as gender, vulnerability, equity, youth, environment, elderly as well as HIV/AIDS through establishing Evaluation Partnerships and Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Continue promoting the mainstreaming of cross-cutting issues in M&amp;E</li> <li>• Create partnerships in monitoring and evaluation of cross-cutting issues.</li> <li>• Equitable distribution of membership charters across Uganda.</li> </ul>
<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• The UEA continue to embrace advancements in technology (such as the website) in production, processing, storing and sharing of information;</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace opportunities of the 4<sup>th</sup> Industrial Revolution for M&amp;E activities in the country</li> <li>• Procure ICT equipment for the secretariate</li> </ul>
<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Environmental and related disasters (such as droughts, floods, global warming, etc.) have a bearing on the planning, programme implementation as well as monitoring and evaluation;</li> </ul>	<ul style="list-style-type: none"> <li>• Promote mainstreaming for environmental issues in national development initiatives</li> <li>• Liaise with the OPM to integrate environmental issues mitigation during monitoring of development initiatives in the country</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• A strong legal and regulatory policy framework for example UEA membership policy</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby OPM to disseminate the National Policy on Public Sector Monitoring and Evaluation of 2015</li> <li>• Develop and implement the UEA Membership Policy</li> </ul>

### 2.3. Review of the previous strategic objectives/thematic areas (2017-2021)

#### 2.3.1. To build Institutional Capacity of the UEA

In the previous strategic plan, this thematic area was focused on improving the capacity of UEA in terms of governance, knowledge, members' capacity and staff salaries. Generally all the organs of the UEA have actively played different to support the institution. The general assembly holds scheduled meetings to provide overall policy guidance and oversight to the functioning of lower organs. At the executive and secretariat level, there was notable level of progress on the actions through building partnership with other stakeholders for instance, UEA drafted Resource Mobilisation Strategy and some aspects were implemented; member management tools were developed and profiles updated as well as improving the web portal. Membership categorisation were also discussed at AGM and clarified with single membership payment and annual subscription. This was posted on the UEA website and spoken about at all NETs. UEA also established Chapters to increase membership. However, the evaluation revealed that in spite of the achievements, there are still inadequate resources and lack of commitment from volunteers to support the functions of the UEA.



**Figure 1: UEA Organogram**

### **2.3.2. Develop and strengthen capacity of evaluation actors**

This thematic area was meant to develop and strengthen the capacity of evaluation actors to embrace quality evaluation practices through designed key result areas. UEA funded regular capacity development programmes that were conducted at least twice year were facilitators were identified and engaged. In addition, NETs regularly were conducted on a monthly basis Annual Evaluation weeks were also conducted save for 2020, when Uganda was hit by the COVID19 Pandemic The UEA contracted various service providers to undertake both virtual and physical capacity building initiatives across the period under review.

However, key pending challenges included;

- I. Mentorship programmes not functional;
- II. Evaluation week depended on key partner (OPM) and the MoU is yet to be signed to strengthen execution;
- III. Organisations not adequately supporting the YEEs;
- IV. COVID 19 pandemic has made it difficult for attachments and mentorship engagements.

### **2.3.3. Strengthen Research, Evaluation and Publications**

In the previous strategic plan, this area was focused on research and advocacy to promote an enabling working environment for M&E and to influence policy. With this, position papers were generated and presented at different fora including at the M&E national task committee, webinars and Evaluation week meetings. The review further revealed that UEA is branded as a professional organisation through national and international events where members have taken up leadership roles at IDEAs and AFREA. However, the evaluation identified a number of gaps that need to be addressed that include the following;

- I. Lack of commitment from task teams due to voluntarism in undertaking activities;
- II. Poorly resourced secretariat to engage consultants to support publications and;
- III. The Journal not yet in place

#### **2.3.4. Establish Evaluation Partnerships and Networks**

Through Networking & Partnership building with evaluation stakeholders, UEA did not Map partnerships but partners were identified and the association cooperates with them for example Campbell collaboration, Twende Mbele, AfREA, OPM, UMI, 3IE, IOCE, CLEAR AA, among others. Mentorship programme with peer VOPEs were also conducted with Burundi, Kenya, Benin, South Africa and Zambia. However, developing these partnerships and networks significantly relies on partners' support of activities due to inadequate resources.

#### **2.3.5. Promote the Eval\_Agenda in UEA**

The Association believes that evaluation has enormous potential to help improve society but note that evaluation has not reached its full potential. Therefore, the association committed to the Eval Vision 2020 where evaluation is an integral part of all efforts by governments, civil society and the private sector to improve the lives and conditions of all citizens. In line with the SDG "No one left behind" principle embedded in the Eval Agenda 2020. In the previous strategic plan, UEA committed to undertake actions in four thematic areas and the evaluation revealed notable levels of progress in these thematic areas for instance, UEA works with OPM on a regular basis to improve evaluation spectrum and profession, developed evaluation standards and a number of Government organisations have recruited M&E staff for evidence generation. Meetings such as Government Annual performance reviews reflect an increased uptake of Evidence and UEA members have been admitted largely on scholarship at international M&E capacity development engagements such as at The University of Antwerp and IPDET in Switzerland. However, there are still issues which include the following;

- I. Limited advocacy with Government of Uganda;
- II. Bureaucracy in government processes such as long process of generating laws and regulations;
- III. Lack of champions at cabinet and parliamentary level.

### **3. STRATEGIC FOCUS (2020/21-2024/25)**

The new strategic direction will be to address the emerging issues from the previous plan as well as strengthening monitoring and evaluation in government and other stakeholders.

#### **3.1. Vision**

Excellent evaluation practices and management in Uganda's development process

### 3.2. Mission

To promote the M&E practice and use, through advocacy and capacity building partnerships among development actors, for results oriented development

### 3.3. Guiding Principles/Core values



### 3.4. Theory of Change

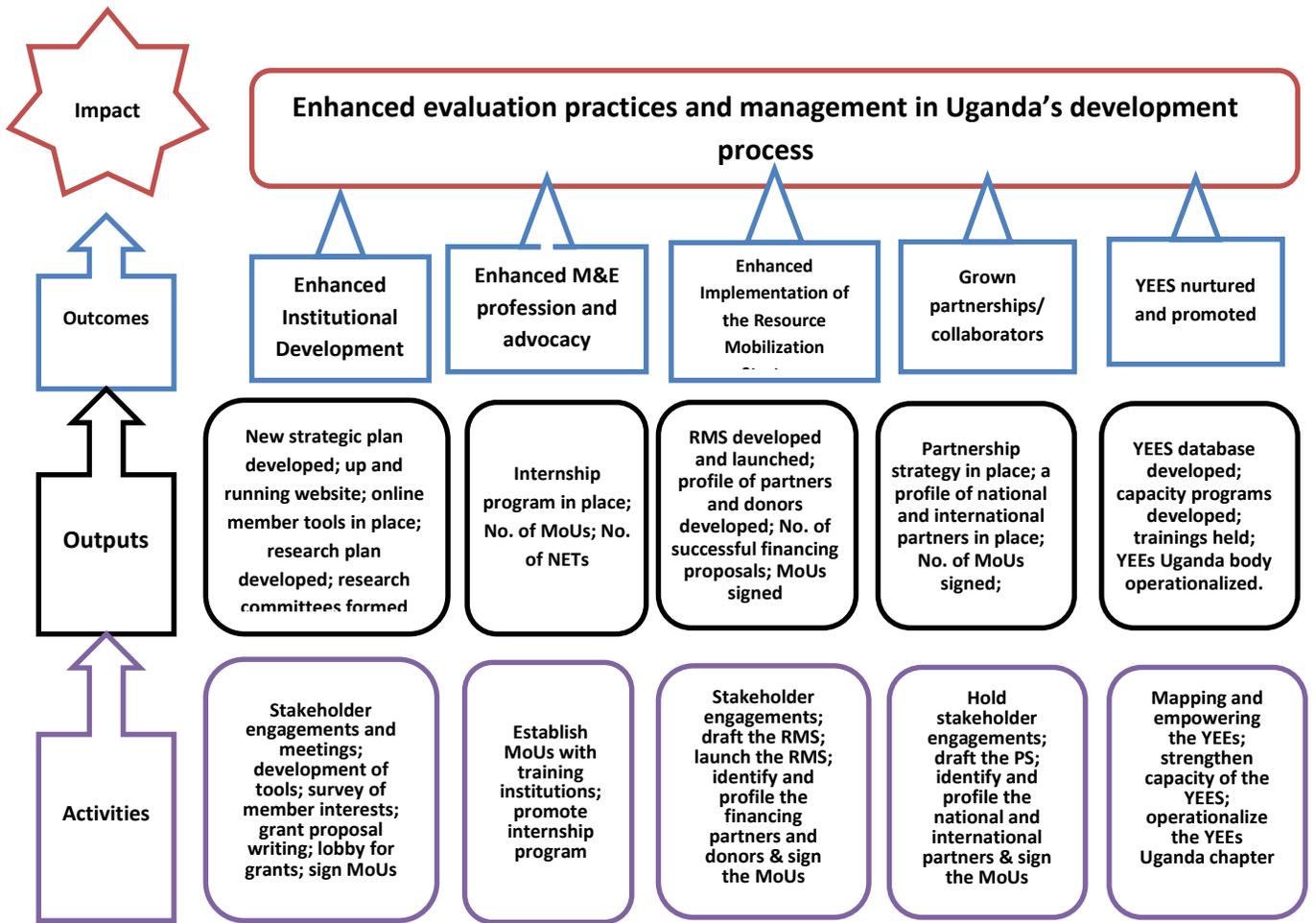


Figure 2: UEA Strategy Theory of Change

### 3.5. Strategic Objectives, strategies, action areas and outputs

The development of the strategic plan is guided by the five key objectives

- 1) To promote institutional development;
- 2) To promote M&E profession and advocacy
- 3) To develop and implement resource mobilization strategy
- 4) To grow partnerships/ collaborators
- 5) To nurture and promote the YEES in the M&E eco-system

### UEA Strategy Outcomes, Strategies, Activities/Action Areas and Outputs /Indicators

The section presents the Result Areas of focus together with the strategies, specific activities to be undertaken and the key outputs.

#### 3.5.1. Outcome 1: Enhanced Institutional Development

**Rationale:** The choice of the result area reflects and acknowledges that the M&E capacity is not merely a question of technical skills and recruited cadres but it addresses the socio-economic, cultural, institutional and technological constraints in the association related to strengthening capacity of UEA in terms of governance, knowledge, members’ and staff capacities as well as policy and research. The details of the strategies, activities and outputs are presented in **Table below**.

**Table 4: Strategies, Specifics Activities and Outputs for Outcome 1**

Strategies	Activities/Action Areas	Outputs/Indicators
1) UEA strategic plan developed and operationalized	Hold stakeholder consultative meetings	1. UEA Strategic plan (2021 – 2025) 2. UEA Implementation framework for the plan
	Hold a validation meetings	
	UEA should plan for better staffing to implement the plan	
	Operationalize the M&E function	
2) Knowledge management system established	Regular updates and upgrades to the UEA website	1. Up and running website in place; 2. Functional online tools in place 3. Annual report on survey of member interests
	Develop online tools for member management	
	Survey and record member interests in the evaluation profession Disseminate member’s evaluation findings and methodologies	
3) Promote policy and action research	Grant proposal writing	1. Annual research plans in place; 2. Sub-committee in place; 3. Number of grants (successful grant proposal) 4. No. of MoU signed
	Explore/promote research on COVID – 19 and related issues	
	Nurturing open Innovations	
	Setup a subcommittee on Grant proposal writing Have continuous engagement strategies	

Strategies	Activities/Action Areas	Outputs/Indicators
	<p>More lobby for grants and establishment of MOUs with donor organizations</p> <p>Enhance Collaborations with the public and private, academia sector to fast-track use of research findings and evidence</p> <p>Encourage and recognize institutional and individual member research initiatives and write ups.</p>	
4) Build Capacity of the Organization	Membership growth and management	<p>i. No. of subscribers to UEA;</p> <p>ii. No. of operational VOPEs;</p> <p>iii. UEA Journal in place and operational;</p> <p>iv. Updated website and alternative media platforms in place.</p>
	Maintain record keeping, accountability and reporting systems	
	Empower the Secretariat to meet members needs and for effective execution of the work plans	
	Promote voluntarism through operationalizing Working groups e.g. VOPEs	
	Enhance collaborations with Regional and International VOPEs to enhance Knowledge sharing and management	
Promote information sharing – UEA journal, knowledge sharing platforms, website, social media platforms, etc.		

### 3.5.2. Outcome 2: Enhanced M&E profession and advocacy

**Rationale:** The association acknowledges inadequate M&E skills, in particular and evaluation technical skills given the increasing scope of work of evaluators. Within the association and its partners, the current capacities are inadequate to enable them to effectively undertake their coordination, oversight role and responsibility for the plan, particularly monitoring of the association members. Of critical importance is the need to increase professionalism and advocacy among evaluators. Thus, this development area articulates promoting standards, engaging with M&E teaching institutions as well as strengthening the capacity building initiatives.

**Table 5: Strategies, Specifics Activities and Outputs for Outcome 2**

Strategies	Activities/Action Areas	Outputs/Indicators
To continue to promote the M&E profession and competencies in the UEA	Promote advocacy, standards and best practices	<p>1. No. of MoU signed;</p> <p>2. Internship program developed;</p> <p>3. No. of NETs annually</p>
	Promoting Internship	
	Strengthen the monthly NETs	
	Support professionalization of M&E together with various academic institutions	
	Promotion and recording of Continuous Professional Development (CPD) initiatives in M&E among members.	

Strategies	Activities/Action Areas	Outputs/Indicators
	Monitoring mechanism for evaluation standards – operationalize evaluation standards	
	Advocate for certification of evaluators like it is done in the accounting and lawyers associations	

### 3.5.3. Outcome 3: Enhanced Implementation of the Resource Mobilization Strategy

**Rationale:** The M&E ecosystem requires enhanced resources functional capacities for effective planning, budgeting, prioritizing and funding. A key feature of the plan is that it provides for regular evaluation of progress towards meeting objectives, and allows for adjustments to future plans and programmes based on clearly defined performance measures. Hereunder are the activities and outputs for each strategy.

**Table 6: Strategies, Specifics Activities and Outputs for Outcome 3**

Strategies	Activities/Action Areas	Outputs/Indicators
1) To develop the resource mobilization strategy (RMS)	Hold consultative with relevant stakeholders	1. RMS developed and launched; 2. Implementation framework of the RMS in place 3. Budget strategy developed
	Draft the strategy	
	Review memberships and explore opportunities to mobilize resources for UEA	
	Seeking government and donor support, offering professional and consultancy services	
	Validate and publish the strategy	
2) To promote and implement the financing strategy	Development of a five-year budget strategy in line with the RMS	
	List of all potential partners and donors	A profile of potential partners and donors in place
	Allocate individuals to write proposals and link them to UEA	No. of successful financing proposals
	Partner with other development agencies	No. of MoU signed

### 3.5.4. Outcome 4: Grown partnerships/ collaborators (through partnership strategy)

**Rationale:** Partnerships are designed to provide a collaborative, integrated approach for developing and implementing the plan. This will be through holding consultative meetings with relevant stakeholders, identifying potential partners as well as signing MoUs. Hereunder are the activities and outputs for each strategy.

**Table 7: Strategies, Specifics Activities and Outputs for Outcome 4**

Strategies	Activities/Action Areas	Outputs/Indicators
1) To develop partnership strategy (PS)	Hold consultative meetings with relevant stakeholders	1. Partnership strategy in place; 2. Implementation framework for the PS in place
	Draft the strategy	
	Validate and publish the strategy	
2) To establish and grow local partnerships/ collaborators	Identify potential partners	1. List and profile the partners; 2. No. of MoUs signed
	Networking platforms e.g. evaluation weeks, national evaluation talks	
	Build trust and upholding the standards	
	Build database and profile for potential partners	
	Develop and implement a working MoU with clear targets and responsibility centres in the public, private and academic arena	
2) To establish grow international partnerships/ collaborators	Networking platforms	1. List and profile the partners; 2. No. of MoUs signed
	Build database and profile for potential partners	
	Purposively approach development agencies / organizations for partnership	
	Sign and implement MoUs with.....	

### 3.5.5. Outcome 5: Nurtured and Promoted YEES in the M&E Eco-system

**Rationale:** The YEES is becoming the centre of focus for the future of the evaluators in Uganda. Thus, the association recognizes the importance and need to nurture and promote the YEES in the M&E eco-system. Thus, this development area recognizes and articulates operational strategies of nurturing and empowering the YEES. The detailed specific activities, outputs for each strategy are presented Table below.

Strategies	Activities/Action Areas	Outputs/Indicators
1) To nurture the YEES	Mapping YEEs in Uganda – includes profiling them, needs assessment, etc.	1. Database of YEEs developed; 2. No. of students in the profession training; 3. No. of YEEs actively involved in EXCOM activities; 4. No. of training held annually
	Develop a program for YEEs, for example access to the jobs opportunities	
	Empower YEEs at both the Secretariat and EXCOM	
	Strengthen the capacity building trainings. i.e. Internship opportunities and networking opportunities with practitioners	

2) To promote the YEEs	Continues engagement with M&E teaching institutions .i.e. M&E in universities	1. No. of partner teaching institutions;
	Engage in collaborative conference / professional development offerings with other evaluation associations	2. No. of YEEs led collaborative conferences held
	Operationalize YEEs Uganda as the governing body of YEEs	3. YEEs Uganda operationalized

### 3. ORAGANISATION MANAGEMENT AND IMPLEMENTATION

#### 4.1. UEA Implementation structures and Arrangements

Implementation and coordination of the plan is done by the Executive Committee on behalf of the general assembly. The UEA executive committee is an active instrument to guide the activities of the working committees, assisted by the office administrator and IT officer. The elected members of the executive committee include The President, Vice President, General Secretary, and Treasurer. These are assisted by three appointed executive members.

The implementation structure relates to the mechanisms that will facilitate the implementation of this strategic plan, in which key stakeholders will have specific roles they will have to play for the success of the association. Stakeholders include actors from Government, Development partners, Civil Society, Private Sector, Youth and Academia. Each of these will have a specific role to play. The Secretariat will continue to play a catalytic role and engage strategic stakeholders and to ensure coherence among all its members.

##### 4.1.1. EXCOM and UEA Secretariat

The Secretariat is housed at the Uganda Management Institute. The EXCOM is mandated to promote the M&E practice and use, through advocacy and capacity building partnerships among development actors, for results oriented development in both private and Government. The Secretariat will and continues to play the following roles:

- i. Ensuring that the UEA office is open Monday to Friday from 8:00am to 3pm
- ii. Oversee day-to-day operations of the business office
- iii. Preparing key documentation for the Association – work plan, strategies, policy documents, quarterly progress reports
- iv. Organizing and participating in UEA events nationally and internationally
- v. Coordinating the delegated activities of the UEA including the Working Groups
- vi. Manage and ensure proper accountability for office supplies and assets
- vii. Providing secretarial and executive services for committees
- viii. Maintain proper record management and information systems
- ix. Ensuring that the UEA website is regularly updated and maintained

#### 4.1.2. Stakeholders to the implementation of the plan

There are number of stakeholders who depend on the supply of high quality policy information. Policy decisions are made every day, at every level of Government from top to bottom, with the purpose to improve the livelihoods of Ugandans through professional evaluation. These stakeholders include public and private sector, civil society and academia in Uganda; African Evaluation Association (AfrEA); Uganda Christian University (UCU), Office of the Prime Minister (OPM), GIZ/German Government, USAID, Ministry of Finance, Planning and Economic Development (MFPED), Office of the President (OPP), Uganda National Council of Science and Technology (UNCST), The International Program for Development Evaluation Training (IPDET), Rwanda Monitoring and Evaluation Organisation (RMEO) and Kenya Evaluation Society (KES) and other regional and international bodies and development partners. A successfully implemented strategic plan integrates the linkages between these stakeholder groups and optimizes the synergistic relationships among them. Each stakeholder is entitled to play certain roles in the implementation of the strategic plan. Below is the mandate and area of influence to the implementation of the plan.

**Table 8: Stakeholder mandate and influence to the plan**

Stakeholder	Mandate/Power	Influence
Ministries, Departments and Agencies	The Ministries, Departments and Agencies (MDAs) implement plans, budgets and activities that reflect relevant monitoring and evaluation.  The Uganda Bureau of Statistics (UBOS) reviews the data in collaboration with the respective MDAs and validates them to ensure they are fit for use.	Support in technical and financial support, coordination, policy and legislation
Civil Society Organizations	The critical role CSOs is to work with governments in implementing their agendas, delivering services, generating research and evidence, holding governments accountable to their commitments, act as watch dogs to the duty bearers. They are change agents driving behavioural change through sensitization and advocacy under their outreach to people in the communities.	Complementary roles to government initiatives; support outreach M&E activities as well as driving behavioral change
Academia	Academia's role is important monitoring and evaluation as think tanks and research institutions for research and knowledge management. However, there is need to involve more of the academia institutions to be members of the association to leverage their research findings as a contribution to monitoring progress and informing strategies and innovation for implementing activities to deliver in communities.	Support in generating and transferring M&E knowledge; outreach M&E activities; and participate in policy dialogue and debates
Private sector	Uganda's economy is private sector led. The Private sector plays a key role in shaping the policy discourse on the country's national development planning, supporting the coordination structure for UEA implementation, service provision, innovation and transformation.	Complementary roles to government initiatives in shaping policy discourse;

		coordination and innovations
Local Governments	Local Governments are key in monitoring and evaluation. They are at the forefront of implementing government programs at the local level by addressing local challenges through service delivery.	Supply data and information for M&E; and forefront M&E results users

## 5. Performance indicator matrix

**Table 9: Annex 1: Results Framework**

Strategy	Outputs/Indicators	Planned Activities	2021	2022	2023	2024	2025	Cost Est. (000's)
<b>Outcome 1: Enhanced Institutional Development</b>								
<b>UEA strategic plan developed and operationalized</b>	a) UEA Strategic plan (2021 – 2025)	Hold stakeholder consultative meetings						<b>17.875</b>
		Hold a validation meeting						
	b) UEA Implementation framework for the plan	UEA should plan for better staffing to implement the plan						
		Operationalize the M&E function						
<b>Knowledge management system established</b>	a. Up and running website in place;	Regular updates and upgrades to the UEA website						<b>21.250</b>
	b. Functional online tools in place	Develop online tools for member management						
	c. Annual report on survey of member interests							
<b>Promote policy and action research</b>	a. Annual research plans in place; b. Sub-committee in place; c. Number of grants (successful grant proposal) d. No. of MoU signed	Grant proposal writing						<b>35.540</b>
		Explore/promote research on COVID – 19 and related issues						
		Nurturing open Innovations						
		Setup a sub-committee on Grant proposal writing						
		Have continuous engagement strategies						
		More lobby for grants and establishment of MOUs with donor organisations						
<b>Build Capacity of the Organization</b>	i. No. of subscribers to UEA;	Membership growth and management						<b>142.250</b>
	ii. No. of operational VOPEs;	Maintain record keeping, accountability and reporting systems						
	iii. UEA Journal in place and operational;	Empower the Secretariat to effectively meet members' needs						
		Promote the VOPEs						

Strategy	Outputs/Indicators	Planned Activities	2021	2022	2023	2024	2025	Cost Est. (000's)
	iv. Updated website and alternative media platforms in place.	Promote information sharing – UEA journal, knowledge sharing platforms						
Sub-Total								<b>216.915</b>
<b>Outcome 2: Enhanced M&amp;E profession and advocacy</b>								
<b>To continue to promote the M&amp;E profession and competencies in the UEA</b>	a) No. of MoU signed; b) Internship program developed; c) No. of NETs annually	Promote advocacy, standards and best practices						<b>49.250</b>
		Promote internship						
		Strengthen the monthly NETs						
		Support professionalization of M&E together with various academic institutions						
		Promote monitoring mechanisms for evaluation standards						
		Advocate for certification of evaluators						
Sub-Total								<b>49.250</b>
<b>Outcome 3: Enhanced Implementation of the resource mobilization strategy</b>								
<b>To develop the resource mobilization strategy</b>	a) RMS developed and launched; b) Implementation framework of the RMS in place	Hold consultative with relevant stakeholders						<b>12.500</b>
		Draft the strategy						
		Review memberships and explore opportunities to mobilize resources for UEA						
		Seeking government and donor support, offering professional and consultancy services						
		Validate and publish the strategy						
<b>To promote and implement the financing strategy</b>	A profile of potential partners and donors in place	List of all potential partners and donors						<b>22.125</b>
	No. of successful financing proposals	Allocate individuals to write proposals and link them to UEA						

Strategy	Outputs/Indicators	Planned Activities	2021	2022	2023	2024	2025	Cost Est. (000's)
	No. of MoU signed	Partner with other development agencies						
Sub-Total								<b>34.625</b>
<b>Outcome 4: Grown partnerships/ collaborators (through partnership strategy)</b>								
<b>To develop partnership strategy</b>	a) Partnership strategy in place; b) Implementation framework for the PS in place	Hold consultative meetings with relevant stakeholders						<b>8.575</b>
		Draft the strategy						
		Validate and publish the strategy						
<b>To establish and grow local partnerships/ collaborators</b>	a) List and profile the partners; b) No. of MoUs signed	Identify potential partners						<b>15.750</b>
		Build trust and upholding the standards						
		Build database and profile for potential partners						
		Sign and implement MoUs with OPM						
<b>To establish grow international partnerships/ collaborators</b>	a) List and profile the partners; b) No. of MoUs signed	Networking						<b>10.115</b>
		Build database and profile for potential partners						
		Purposively approach development agencies / organizations for partnership						
		Sign and implement MoUs with...						
Sub-Total								<b>34.440</b>
<b>Outcome 5: Nurtured and Promoted YEEs in the M&amp;E Eco-system</b>								
<b>1) To nurture the YEEs</b>	5. Database of YEEs developed; 6. No. of students in the profession training; 7. No. of YEEs actively involved in EXCOM activities; 8. No. of training held annually	Mapping YEEs in Uganda						<b>55.650</b>
		Develop a career program for YEEs						
		Empower YEEs at both the Secretariat and EXCOM						
		Strengthen the capacity building trainings						
<b>2) To promote the YEEs</b>	4. No. of partner teaching institutions;	Continues engagement with M&E teaching institutions						<b>72.525</b>

Strategy	Outputs/Indicators	Planned Activities	2021	2022	2023	2024	2025	Cost Est. (000's)
	5. No. of YEEs led collaborative conferences held	Engage in collaborative conference / professional development						
	6. YEEs Uganda operationalized	Operationalize YEEs Uganda as the governing body of YEEs						
<b>Sub-Total</b>								<b>128.175</b>
<b>Grand Total</b>								<b>463.405</b>

