ACRONYMS AND ABBREVIATIONS

AFREA	African Evaluation Association
AGM	Annual General Meeting
CSO	Civil Society Organization
CPD	Continuous Professional Development
ECD	Evaluation Capacity Development
EDMS	Electronic Document Management System
EXCOM	Executive Committee
ICT	Information Communication Technology
KET	Kampala Evaluation Talk
MDA	Ministry, Department and Agency
MFPED	Ministry of Finance, Planning and Economic Development
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NPA	National Planning Authority
OPM	Office of the Prime Minister
SDG	Sustainable Development Goal
UCU	Uganda Christian University
UEA	Uganda Evaluation Association
UMI	Uganda Management Institute

FOREWORD

It is a pleasure to unveil the second Strategic Plan of the Uganda Evaluation Association (UEA) for the five year period 2017 to 2021. The Association was formed in 2001 as a National Chapter of the African Evaluation Association (AFREA). We have grown from a membership base of below 50 in 2002 to close to 200, including affiliated institutions and interested evaluators.

We aim to ensure excellent evaluation management in Uganda's development process. Thus we are committed to promote the monitoring and evaluation (M&E) practice and use, through advocacy and capacity building and promoting partnerships among key evaluation and development actors. By the end of the plan period, we target to establish a community of practice that effectively influences evaluation management and use in the country.

We have a strong and committed Executive Committee that will oversee the effective implementation of this Plan; Prof. Albert Byamugisha – President; Mr. Matthew Lubuulwa – Vice President; Mrs. Josephine Watera –General Secretary; Ms. Annette k. Mutoni – Treasurer; Ms. Lugemoi Wilfred Bongomin (Academia) – Executive Member; Mr. Vicent Ssenyondo (YEEs) – Executive Member; and Mr. Charles Abola – Executive Member. In its work, the Executive is supported by the Administrator Mr.

Darlington Senoga and Information Technology Officer Mr. Daniel Babalanda.

We look forward to work with all key evaluation stakeholders in the public and private sector, civil society and academia in Uganda; African Evaluation Association (AFREA); regional and international bodies and development partners to improve the livelihoods of our people through professional evaluation.

Albert Byamugisha (PhD)
President Uganda Evaluation Association

Contents

EXECUTIVE SUMMARY 5
1.0 Introduction 7
2.1 Progress during the first strategic plan 8
2.1.1 Institutional development 8
2.1.2 Capacity building and professional development 14
2.1.4 Networking 17
2.2 Emerging Challenges/ Needs 18
2.3 Environmental Analysis 19
2.4 UEA SWOT Analysis 21
3.0 UEA Strategic Direction for 2017 -2021 22
3.1 Who we are 22
3.1.1 Our Vision 22
3.1.2 Our Mission 22
3.1.3 Our Goal 22
3.1.4 Core Values 22
3. 2 Strategic Objectives 23
3.2.1 Institutional Capacity Development of UEA 23
3.2.2 Develop and strengthen capacity of evaluation actors 24
3.2.3 Strengthen Research, Evaluation and Publications ... 25
3.2.4 Establish Evaluation Partnerships and Networks 26
3.2.5 Promote the EvalAgenda in UEA 27
3.3 Theory of Change and Logical Model 29
3.4 Organization Management 31
3.5 Success Measures 31
4.0 Strategic Plan Matrix 33
5.0 Costing the Strategic Plan 2017 – 2021 46
6.0 Income and Expenditure Projection 52

EXECUTIVE SUMMARY

The Uganda Evaluation Association, a non-profit and non-governmental organization was formed in May 2001 and registered in 2002 as a professional evaluation association and national chapter of the African Evaluation Association. The UEA brings together practitioners whose sole aim is to promote the practice, use, quality and ethics of Monitoring and Evaluation in Uganda's development process. Quality evaluations provide credible and useful evidence that strengthens accountability for development results as well as enhancing organization learning.

This is the second five year Strategic Plan (2017 - 2021) for the UEA, the first one having been implemented during 2012 – 2015. In this phase, UEA intends to meet the growing demand for professional evaluation practice locally, in Public Sector, Civil Society organizations, and Non state actors.

In its first strategic plan, the UEA aimed to achieve four key result areas; institutional development; capacity building and professional development; research, evaluation and policy influence; and networking. Part of the progress registered includes setting up a fully functional Secretariat at the Uganda Management Institute, a democratically elected executive committee, publication of Evaluation Standards, established forums for members to exchange, and increased the number of paid up members. These achievements withstanding, there are still a number of challenges, weaknesses, opportunities and threats as witnessed in the SWOT analysis section.

The environment of professionalism in Monitoring and Evaluation has evolved in many ways, and UEA has gained capacity in terms of membership and visibility at National and International level. Therefore, in the strategic plan 2017-2021 the institution's vision, mission and strategic direction was revised to cope with the change. The goal is to develop a community of practice that effectively influences evaluation management and use in the country.

The priority intervention areas are Institutional Capacity Development; Develop and strengthen capacity of evaluation actors; Research, evaluation and publications; Partnerships and networks; and Commitment to the EvalAgenda. The UEA shall work in a collaborative manner with other key stakeholders in the public and private sectors nationally, regionally and internationally to implement the Strategic Plan, and to monitor the evaluation progress towards the stated goal and objectives.

1.0 Introduction

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 (2017 – 2021) for the Uganda Evaluation Association (UEA), the first one having been implemented during 2012-2015. In this phase, 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, and Non state actors.

Therefore, UEA will take 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 endeavor 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 needs in addition to lessons learned and context analysis. It was produced through a participatory process involving members at two stakeholder meetings and feedback from the 2016 Annual General Meeting (AGM).

2.0 Progress during 2012 - 2016

2.1 Progress during the first strategic plan

Prior 2012, the UEA did not have a written Strategic Plan. Programme implementation was guided by annual work plans and budgets that were approved by the Interim Executive Committee. In its first Strategic Plan (2012-2015), the UEA aimed to achieve four key result areas:

a) Result Area 1: Institutional Development
b) Result Area 2: Capacity building and professional development
c) Result Area 3: Research, Evaluation and policy influence
d) Result Area 4: Networking

2.1.1 Institutional development

The key areas of focus were: 1) instituting proper record keeping and financial management systems and practices; 2)

Establishing an electronic document management system 3) Establishing and updating the UEA website, with an interactive link 4) Equipping the Secretariat Office 5) Recruitment of personnel to man the UEA Office 6) Reviewing the organizational structure and legal framework for appropriateness and instituting efficient implementation organs and 7) Promoting democratic practices 8) Membership growth.

a) Financial management and accountability systems

During the reporting period, the financial and accountability systems for UEA were strengthened through use of basic accounting packages and improved book keeping. The Executive Committee (EXCOM) received regular updates of membership payments and the financial position of the institution. Audited accounts of the UEA were prepared and presented at the 2014, 2015 and 2016 Annual General meetings (AGMs).

b) Electronic Document Management System

This activity was not implemented due to lack of funding. Some key documents are archived on the UEA website while others are kept in the UEA secretariat and by the Executive Committee. Information and document management remains a challenge to the institution.

c) UEA website and interactive links

A website was established and uploaded to the domain name www.ugandaevaluationassociation.org and is regularly updated by the Information Technology (IT) Officer and the Administrator. Following the closure of the GIZ supported Evaluation on Capacity Development (ECD) Project in March 2015, the Uganda Evaluation Association (UEA) took up the responsibility of manning the ECD social media sites. The platforms facilitated self-learning, networking and peer review thereby contributing to strengthening the emerging Community of Practice of Ugandan Evaluators. The platforms act as a repository of content (Blog – https://**ecd**uganda.wordpress.com) and distribution channel (Facebook, Twitter, LinkedIn).

d) UEA Secretariat Office

The UEA Secretariat office was initially hosted at the Uganda Christian University (UCU), managed by a volunteer lecturer. However, due to distance, the Secretariat was shifted to the Uganda Management Institute (UMI) on 1st June 2015 and has been operating from there since then. The UMI provided the basic furniture and internet connection. The office needs to be equipped with computers, printers, photocopier and stationery.

e) Personnel Recruitment for UEA Secretariat

An Administrator was hired at a modest fee to man the office at UMI, with a three year contract (1st July 2015 to June 2018) subject to renewal upon good performance. His services have

improved the day to day management of the Association, including coordination of working group activities, documentation and reporting to the EXCOM.

f) Reviewing organizational structure and legal framework

The organizational structure has remained as was proposed in the Constitution since inception (Figure 1). Prior 2012, two offices were partially operational (Secretariat and Interim Executive Committee) and the other two were not operationalized. This greatly affected the decision making process and pace of implementation of planned programmes.

Progress Registered

a) Financial management and Accountability systems
b) UEA website upgraded and interactive links embedded
c) Establishment of UEA secretariat
d) UEA Secretariat established
e) Organizational structure and legal framework reviewed

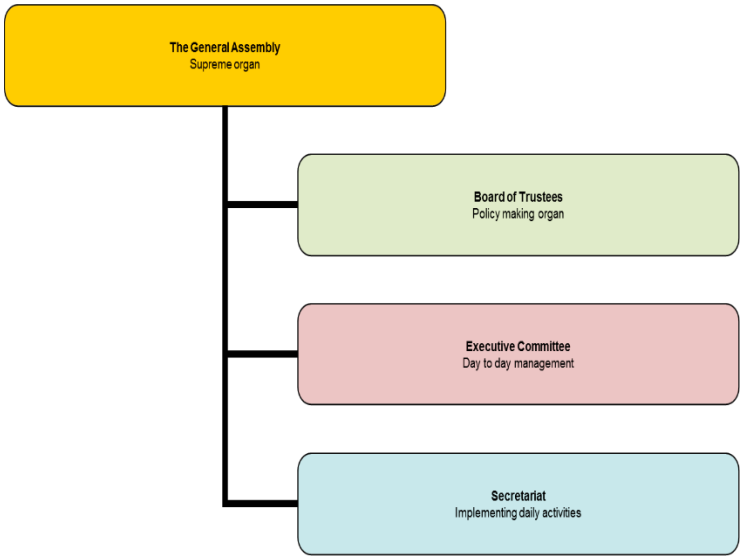


Fig 1: UEA Organogram

During the first plan period, three Annual General Meetings (AGMs) were held in 2014 2015 and 2016, respectively. The first fully constituted Executive Committee (EXCOM) was elected by the AGM in 2014. The EXCOM holds regular meetings to provide strategic direction for implementation of UEA activities address emerging challenges and forge partnerships with supportive institutions.

The board of Trustees has never been put in place. Questions have emerged on the relevance of this organ and its core duties. During this new plan, a review of the relevance of the Boart of Trustees shall be done and appropriate action taken.

The AGM 2014 approved the revised Articles of Association which subsequently led to improvement in the legal status of the Association. With support of a lawyer, the UEA was upgraded to an Association Limited by Guarantee.

g) Democratic practices

The holding of the AGMs that allowed the regular election of leaders by members was the highest form of democracy. The 2014 AGM elected the office bearers at the Executive Committee (EXCOM) level to serve for a two year period (June 2014- June 2016) renewable subject to performance. The 2016 AGM elected the second set of leaders for the period June 2016 to June 2018, also renewable subject to performance.

h) Membership growth

Membership statistics are captured on an annual basis. The number of UEA active paid up members increased from 55 by December 2013 to 160 by December 2014 and 123 by 31st December 2015. The positive growth trend since 2013 was associated with increased publicity of UEA, more access to training and capacity building events and improved management and leadership.

However, the number of paid up members in 2015 were less than those in 2014 by 23%. This trend is worrying. The decline in membership growth is primarily linked to the reduced benefits

accruing to members arising from the end of the GIZ programme. There were less capacity building and professional development programmes in 2015 compared to earlier years. This points to a need for UEA to devise more sustainable avenues of financing capacity building programmes for members as a core benefit.

2.1.2 Capacity building and professional development

The key areas of focus were: 1) Designing and conducting evaluations 2) Designing M&E indicators and results based monitoring systems 3) Impact assessments, specialized and advanced evaluations 4) Qualitative data collection and analysis 5) Quantitative data collection and analysis 6) Monitoring and evaluation of public sector policies 7) Communicating and reporting evaluation results

This was the most successfully implemented result area. During the planning period, the UEA cultivated a strong partnership with the Office of the Prime Minister in the areas of capacity building and professional development as elaborated below.

a) Kampala Evaluation Talks

Initiated in February 2014, the KETs are intended to share and exchange ideas on topical issues in the M&E field with the practitioners, students and any other interested persons. Over the reporting period, UEA carried out at least 8 Kampala Evaluation Talks annually.

b) Write Shops

A "**write-shop**" is an intensive, participatory tool, pioneered by the International Institute of Rural Reconstruction (IIRR), which brings together a range of stakeholders to generate a written document in a short amount of time. Write-shops are a useful way to produce written materials with input from multiple parties who have little time in general to devote to writing extensively.

From September to December 2014, the GIZ ECD Project conducted three write-shops with participants from UEA, Ugandan Government ministries, departments and agencies (MDAs) and civil society organizations (CSOs). The UEA provided technical input at the end of the workshops. The purpose of these was to strengthen the capacity of economists, policy analysts and advocacy representatives, to improve their writing and communication skills, and develop their ability to translate evaluation findings into policy effectively.

c) Training courses

Cumulatively, the GIZ ECD project, in collaboration with the UEA offered short term courses to over 300 participants in various evaluation fields from 2012 up to March 2015. Many of the trainees were UEA members. Some UEA members were trained and were part of the Trainers of Trainers (TOTs) for these courses. Training has covered various areas including but not limited to the following; Systematic reviews; Data Visualization;

Evaluation Design; Commissioning & managing evaluations; Gender in Evaluations; Utilization of Evaluations; Health Sector Evaluation; Writing policy briefs and Evaluation standards.

About 30 UEA and non-UEA members benefitted from the Blended Masters Course in M&E at Uganda Technology and Management University (UTAMU) Kampala Uganda, with support from the GIZ project.

d) Uganda Evaluation Week

The UEA co-hosted the Uganda Evaluation Week 2014 in May, 2015 March and the Uganda Evaluation Week 2016 in June with the Office of the Prime Minister. The three day events included pre-conference trainings for members that were facilitated by national and international evaluation trainers/practitioners and discussions on new frontiers of knowledge in the M&E field.

e) Uganda Evaluation Standards

The Uganda Evaluation Standards were developed in 2013 through a consultative effort with members and international peer reviewers. The Standards provide guidance on how evaluation professionals should behave, the practices they may follow and the benchmarks their products are intended to meet. The Standards were shared at the Evaluation Week events for 2013 and 2014 and other fora.

However, there has not been any evaluation to assess the relevance and usability of the Standards by Evaluators in

Uganda. The UEA lacked resources to popularize and widely disseminate the Standards to key stakeholders.

2.1.3 Research, Evaluation and Policy influence

The areas of focus were: 1) Participation in Government and non-Government research and evaluations 2) Development of research and evaluation proposals 3) Exchange of research and academic materials in the evaluation field 4) Dissemination of evaluation materials and studies, including participation in peer reviews of studies before completion 5) Public dialogues held on key evaluation questions 6) Production and publishing of journal articles arising from evaluation studies.

Least progress has been registered in this area as an institution. Members individually participated in various research and evaluation activities in the country and internationally; and present at Conferences. The UEA has continuously shared available opportunities for evaluation with members to bid and offer their services as individuals.

2.1.4 Networking

The areas of focus were: 1) Creating a national network to facilitate sharing and exchange of up-to date literature, methods, procedures and practical evaluation frameworks among evaluators 2) Supporting and encouraging global networking and collaboration of UEA and its members 3) Fostering links between civil society, government and other

partners 4) Initiating an inter-exchange scheme, constant sharing of ideas from other evaluation institutions both regional and international.

A national network of evaluators has been established over the years and continued to exchange literature and information on new methodologies and practices in the M&E field. There has been continuous information exchange with other national and international institutions working in the evaluation field.

The UEA widened its partnerships with government, civil society and training institutions within the reporting period. These partnerships have enabled the Association to access technical and financial support to operate the various scheduled activities. Key partners have included: UCU, Office of the Prime Minister (OPM), GIZ/German Government, USAID, Ministry of Finance, Planning and Economic Development (MFPED), Uganda National Council of Science and Technology (UNCST), IPDET and Kenya Evaluation Society.

2.2 Emerging Challenges/ Needs

There is an Increasing need for financial and technical resources to enable effective implementation of the Strategic Plan such as:

- Inadequate resources to provide training, mentoring and capacity building programmes to members
- Building a larger membership base
- Strengthening Information Communication technology (ICT) systems
- Inadequate equipment and furniture at the UEA Secretariat
- Need to increase networking in the region and with African Evaluation Association (AFREA)
- Board of Trustees for the UEA has not been constituted
- Increasing need for mechanisms/systems to capture progress on key indicators
- Weak functioning of Working Groups

2.3 Environmental Analysis

The Environment of professionalism in Monitoring and Evaluation has opened up in many ways. There is increasing need for locally grown Evaluators but with global level expertise. Ugandans have been exposed to conferences and training from the best professionals in the World. UEA receives requests for professionals to undertake jobs from various organizations. In addition, the formulation of the public sector M&E Policy in Uganda has translated in an increased need or demand for evaluation officers, Evaluation Commissioners and Evaluators for public sector projects and policies.

Due to the increased visibility of the UEA, more members are increasingly being co-opted on regional and international evaluation bodies including the African Evaluation Association (AFREA), International Development Evaluation Association (IDEAS) and Twende Mbere. The Sustainable Development Goals (SDG) agenda provides a fresh direction for informing monitoring and evaluation of national programmes and policies. These opportunities are important in formulating this planning direction.

2.4 UEA SWOT Analysis

STRENGTHS	
1.	Established a secretariat at the Uganda Management Institute in Kampala city
2.	Active Executive Committee
3.	Evaluation Standards available
4.	Forums for members to exchange – Monthly KETs
5.	Membership subscription
WEAKNESSES	
1.	Inadequate benefits to members
2.	Inadequate staffing
3.	Limited funding sources
4.	Limitations in implementation and monitoring use of the Uganda Evaluation Standards
5	Inadequate institutional visibility
6	Board of Trustees not in place to provide strategic direction to the Executive
OPPORTUNITIES	
1.	Well established among partners
2.	National and international recognition
3.	Legally registered
4.	Fairly diverse membership from sectors
5	A high spirit of voluntarism
THREATS	
1.	Limited involvement in national policy influence and legislation
2.	Working relationship with like-minded associations missing
3.	Dependency on voluntarism of members
4	Transient membership

3.0 UEA Strategic Direction for 2017 -2021

3.1 Who we are

3.1.1 Our Vision

Excellent evaluation management in Uganda's development process

3.1.2 Our Mission

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

3.1.3 Our Goal

A community of practice that effectively influences evaluation management and use in the country

3.1.4 Core Values

3. 2 Strategic Objectives

UEA's main focus is on promoting professionalization in evaluation practice and building evaluation capacity and ethics in Uganda. To fulfill this focus, the Association has five strategic objectives that will guide activities for the period 2017 – 2021.

1) Institutional capacity development of Uganda Evaluation Association
2) Develop and Strengthen capacity of evaluation actors
3) Strengthen Research, Evaluation and Publications function
4) Establish Evaluation Partnerships and Networks
5) Promote the EvalAgenda in Uganda Evaluation Association

3.2.1 Institutional Capacity Development of UEA

This thematic area will focus on the capacity of UEA in terms of governance, knowledge, members' capacity and staff salaries. The corresponding key result areas of action will be;

1) UEA strategic plan developed and operationalized
    a. Hold stakeholder consultative meetings
    b. Resource mobilization strategy developed
    c. Operationalize the M&E function

2) Knowledge management system established

a. Regular updates and upgrades to the UEA website
b. Develop online tools for member management
c. Survey and record member interests in the evaluation profession

3) UEA membership policy developed and disseminated, and continuous Mobilization for growth of membership

4) Secretariat capacity assessed and equipped
   i. Develop SOPs (strategies of operation)
   ii. Strengthen Membership Services
   iii. Recruit new and more people as active members onto working groups

3.2.2 Develop and strengthen capacity of evaluation actors

This will focus on developing and strengthening the Capacity of evaluation actors to embrace quality evaluation practices. Key result areas will include;

1) Regular training events conducted
   a. Conduct UEA member's TNA
   b. Develop training manuals
   c. Develop CPD tools
   d. Identify potential facilitators
2) Regional and Kampala Evaluation Talks
   e. Identify topical issues and potential presenters

f. Carry out Evaluation Talks

3) Uganda Evaluation weeks annually organized
   a. Establish relevant events committees
   b. Participate in conference themes selection
   c. Identify and engage potential funders
   d. Call for and examine presentation papers

4) Apprenticeship & mentorship programme through networking designed especially for the benefit of YEEs
   i. Develop a concept paper on the programme
   ii. Contact potential partners to support the programme
   iii. Engage in collaborative conference / professional development offerings with other evaluation associations

3.2.3 Strengthen Research, Evaluation and Publications

Research and advocate to promote an enabling working environment for M&E and to influence policy. Key result areas include;

1) Position papers on pertinent M&E issues developed.
   a. Identify the pertinent issues.
   b. Set up working committees
   c. Develop a functional advocacy strategy

d. Dissemination of papers, journals and policy briefs

2) Advocacy committee put in place

a. Develop committee TORs

b. Constitute a committee from UEA members.

3) Carry out and Publicize Evaluations

a. Participation in bids for evaluations

b. Identify members with evaluation papers and engagement of target audiences

c. Identification of potential funders for publications

4) Branding UEA and Evaluation as a profession

a. Showcase examples of quality evaluation at national and international events

b. Develop the UEA Journal as a flagship of the Association

3.2.4 Establish Evaluation Partnerships and Networks

To establish and strengthen Networking & Partnership building with evaluation stakeholders - The areas of focus will include;

1) UEA stakeholders mapping to be conducted.

2) Memorandum of Understanding (MOUs) between UEA, National, and international stakeholders signed and made operational;
    - Conduct partnership meetings with Ministries, Departments and Agencies (MDAs), Civil Society Organizations (CSOs)
    - Develop policy briefs for sharing with stakeholders
3) PPP strategy with state and non-state actors developed
    - Office of the Prime Minister (OPM), United Nations Development Programme (UNDP), CSOs, National Planning Authority (NPA), NGO forum etc
    - Conduct regular visits to academic institutions
4) Form platforms that advise on quality of evaluations, evaluation associations or related groups.
5) Mentorship exchanges with peer VOPES conducted
    - Develop CPD tools

3.2.5 Promote the EvalAgenda in UEA

We believe that evaluation has enormous potential to help improve society but note that evaluation has not reached its full potential. As UEA, we are committed to the EvalVision 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 EvalAgenda 2020, we commit to undertake actions in four thematic areas:

1) Enabling Environment

Work with other key stakeholders to lobby for an enabling environment that:

- Ensures all sectors of society understand and appreciate the value of evaluation
- Includes evaluation through national policies, governance and regulatory instruments
- provides sufficient resources for evaluation
- recognizes evaluation as a profession
- uses credible accessible data systems and repositories to make evaluation findings readily available
- involves stakeholders to receive and utilise evaluation information

2) Institutional capacities

Work with key stakeholders and encourage them to:

- Generate and share relevant existing data to develop and support evaluators and evaluation
- Develop skills at collaborating with other relevant and involved institutions
- Support evaluation research
- Run professional courses in evaluation

3) Individual Capacities

Evaluators drawn from a diversity of disciplines:

- have the knowledge and skills to make appropriate use of generally accepted evaluation principles, theories, methods and approaches
- will integrate EvalPartners values and are culturally sensitive
- Commit to continually learn and improve their capacities

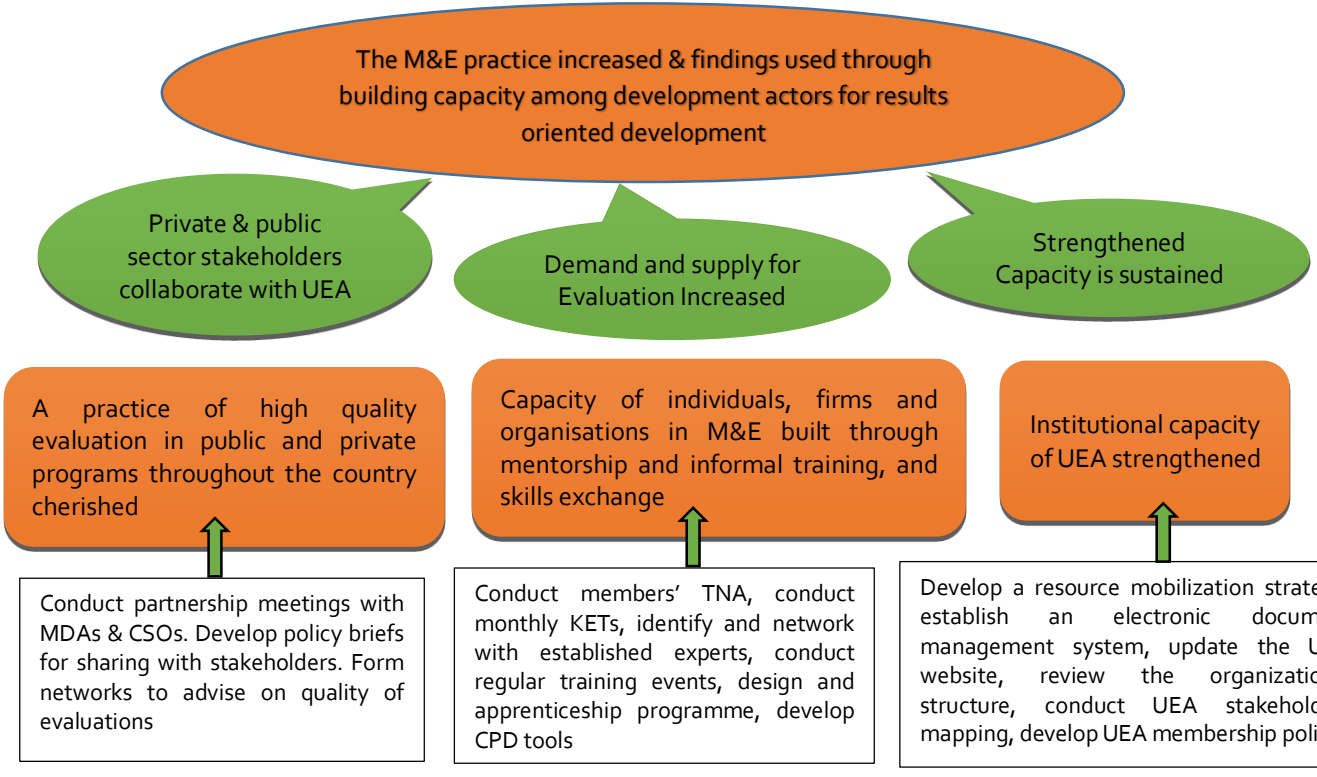
4) Inter-linkages

- Participate singularly or through joint ventures in developing and promoting evaluation standards and evaluation capacity building
- Attend national and international learning opportunities

3.3 Theory of Change and Logical Model

The Theory of Change (TOC) is the development Hypothesis: It describes the cause of change, logic, and causal relationships between the building blocks needed to achieve our long-term result. TOC for UEA states: If the skills, knowledge, ethical standards, and competence of Evaluators is increased, then they will become better evaluation professionals, consultants, commissioners and advocates on demand for quality evaluations, & utilization/use of evidence in policy formulation in Uganda. If evaluation findings are disseminated & utilized, then there will be more development actors engaging and learning from evaluations in Uganda.

Fig 2: Theory of Change



3.4 Organization Management

Implementation and coordination of the prgramme 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.

3.5 Success Measures

Monitoring: The function of Monitoring shall be executed by the Office Administrator in line with key indicators of progress and targets. This framework shall be the guide for regular monitoring, data collection and reporting back to the executive committee. The comprehensive M&E Plan and indicator Matrix shall be formulated in a separate document.

Evaluation: UEA will endeavor to be a good role model in the practice and use of Evaluation. Therefore Internal and External/Independent evaluation shall be conducted at midterm and end of term of this strategic plan. The Theory of change in Fig 1 will guide any evaluations of the work of UEA. The guiding questions will be:

How much did UEA:

a) Influence the Utilization /use of evidence in policy

formulation in Uganda?

b) Gain & increase of knowledge and skills of M&E by development actors in Uganda?
c) Increase compliance to ethical standards and guidelines on evaluation?
d) Increase the competence of Evaluators to produce quality reports?
e) Increase competencies of evaluation professionals, consultants and commissioners?
f) Achieve in terms of advocacy, leading to increase of demand for quality evaluations in Uganda?
g) Why and how did UEA manage to achieve the stated goals?
h) What lessons should UEA learn from the 5 years and how can the lessons influence the next strategic plan.

To assess results and enable learning, evaluations shall focus on explanations of why and so what questions about the outputs and outcomes of UEA strategic plan 2017 – 2021.

4.0 Strategic Plan Matrix

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
Objective 1 Institutional Capacity Development	UEA strategic plan developed and operationalized	Hold Stakeholder consultative meetings	Consultative meetings held and online engagement with members	Strategic plan compiled, printed and disseminated by 2017	GS & Treasurer
		Develop a resource mobilization strategy	Strategy for resource mobilsation document compiled	Resource mobilization events conducted annually	President & VP
		Formulation	M&E framework	Midterm and	Committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		of Monitoring framework & tools, Call for midterm evaluation	of UEA formulated Data captured for monitoring	end of term evaluations	Members
	Knowledge management systems developed	Regular updates of the UEA website and blog	Updated and interactive website	Update website by close of every year	ICT working group
		Develop online tools for member management	Web based tools designed	Second quarter 2017	UEA Admin
		Survey and record member	Members categorized and profiled	October 2017	GS and ICT group

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		interests & professional specializations			
	Secretariat capacity assessed and equipped	Develop strategies of operation Lobby or Purchase equipment	Documented SOPs Tools to facilitate program implementation acquired	Continuous	President & Treasurer
Objective 2: Develop and strengthen capacity of evaluation actors	Regular training events conducted	Conduct UEA member's TNA Develop training	ICT Documentation done in first year for required	2017	Vice President ICT working group Capacity Development

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		manuals Develop CPD tools Identification of potential facilitators	tools in soft and hard copies		working group
	Monthly Kampala Evaluation Talks	Identify topical issues Identification of potential presenters Develop a concept paper	Monthly KETs held Rooster of Speakers and hosts	Annually	VP of UEA Capacity Development & Quality assurance working committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		for regional KETs			
	Organize Uganda Evaluation weeks	Establish a committee Develop standard TORs Identify conference themes in time Identification of potential funders	Standing Committee on events formed in 2017 Key funders identified TORs developed and a call for papers done	Dates for the event identified in first quarter of year	President UEA Networking work group, Publicity and fundraising committees

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		Develop TORs and call for papers			
	Apprenticeship & mentorship programme designed	Develop a concept paper on the programme Contact potential partners to support the programme Engage in collaborative conference /	Internship Policy document done	2017	President Capacity development Committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		professional development offerings with other evaluation associations			
Objective 3: Research, Evaluation and Publications	Position papers on pertinent M&E issues developed	Identify the pertinent issues. Develop draft for sharing with members and other stakeholders	Advocacy Workshops held Set up committees in 2017	Annual event	President – UEA Working group on Research and Evaluation

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
	A functional advocacy strategy developed	Design advocacy strategy Popularize the strategy	Advocacy strategy document done In Year 1 2017 IEC Materials printed	2018	Working Committee on advocacy
	Advocacy committee with clear terms of reference put in place	Constitute a committee from UEA members Develop committee TORs	Advocacy Committees set up	2018	President & Executive Committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
	Publications	Identify thematic areas. Identify members with papers and target audiences Identify potential funders for publications Facilitate publishing papers	Thematic areas identified Papers collected, assessed and made ready for publication Potential funders identified	Annual release of publications	Treasurer & Publicity Committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
	Branding UEA and evaluation as a profession	Showcase examples of quality evaluation at national and international events Develop the UEA Journal as a flagship of the such as Association	Brand products procured Publicity events planned and held	Continuous annually	President and Executive Committee Members
Objective 4: Networking & Partnerships	UEA stakeholders mapping conducted.	Conduct partnership meetings with MDAs, CSOs,	MOUs between UEA, National, and international stakeholders	2017	Networking and Partnership Committee And Vice President of

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
	PPP strategy with state and non-state actors developed e.g OPM, UNDP, CSOs Exchange Visits & P2P projects	Develop policy briefs for sharing with stakeholders Conduct regular visits to academic institutions Form platforms to advise on quality of evaluations Evaluation Associations	signed and made operational; Number of Public Platforms planned & done		UEA Fundraising working Committee

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		or related groups. Develop CPD tools	Mentorship exchanges with peer VOPES conducted		
Objective 5: Promote the EvalAgenda	Enabling Environment	Ensure that the different sectors of society understand and appreciate the value of evaluation Make	Value of Evaluation understood and appreciated Data systems and repositories of evaluation findings identified	continuous	UEA President

Strategic Objectives	Key Result Areas (KRAs)	Activities	Key Performance Indicators	Targets	Responsibility
		evaluation findings readily available	Evaluation findings utilized		
	Institutional and individual capacities developed				
	Inter-linkages	Participate in developing and promoting evaluation standards	Evaluation standards developed and promoted	continuous	UEA President

5.0 Costing the Strategic Plan 2017 – 2021

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
Objective 1: Institutional Capacity Development								
1.1	Strategic Plan developed and operationalized	Stakeholder meetings		500,000		500,000		500,000
1.2		Printing and dissemination		1,600,000	1,200,000	1,000,000	1,000,000	
1.3	Knowledge management systems established	Website hosting & maintenance		2,600,000	2,600,000	2,600,000	3,500,000	2,600,000
		Online Tools for member management			2,500,000		600,000	
1.4	Secretariat Capacity assessed and improved	Off the shelf accounting package		1,200,000		600,000		
		Design a document management system			3,500,000			
		Office Equipment						

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
		Computer	1		3,000,000			
		UPS	1		350,000			
		Copier/Scanner	1	1,950,000				
		Tables	2		1,000,000			
		Chairs	2		500,000			
		Telephone Set	1		200,000			
		Fan	1		350,000			
		Shelves	1		700,000			
		Filling cabinets	1		1,000,000			
		LCD Projector	1			3,000,000		
		Salaries & Wages						
		Administrator	1	9,600,000	9,600,000	9,600,000	9,600,000	9,600,000
		ICT officer	1					
		Secretary	1			400,000	400,000	400,000
		Printing & Stationery						
		Photocopy papers	10	200,000	200,000	300,000	300,000	300,000
		Flip charts		180,000	180,000	250,000	250,000	250,000

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
		Pens, pencils, markers		60,000	60,000	60,000	60,000	60,000
		Printer toner		1,000,000	1,000,000	1,400,000	1,400,000	1,400,000
		Communication						
		Airtime		720,000	720,000	720,000	720,000	720,000
		News papers		1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
		Maintenance						
		IT equipment		500,000	1,200,000	1,200,000	1,200,000	1,200,000
		Furniture			300,000		300,000	
		Subscriptions to International organizations		1,600,000	2,000,000	2,500,000	2,500,000	2,500,000
		Annual audit	5	2,300,000	2,300,000	2,500,000	2,500,000	2,500,000
		Annual General Meeting	5	3,000,000	3,000,000	3,500,000	3,500,000	3,500,000
		Total		28,810,000	39,260,000	31,930,000	29,630,000	27,330,000
Objective 2: Develop and Strengthen capacity of evaluation actors								
	Members Capacity Improved	Members' TNA	1	500,000		500,000		5,00,000
		Short training courses /CPD		3,000,000	3,500,000	5,000,000	5,000,000	5,000,000

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
		Workshops, seminars and meetings		2,000,000	2,000,000	2,500,000	2,500,000	2,500,000
2.1		Kampala & Regional Evaluation Talks	10	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
		Uganda Evaluation Week		8,000,000	8,000,000	9,000,000	9,000,000	9,000,000
2.2	Apprenticeship and Mentorship	Internship Program		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
2.3		YEEs Programs		2,500,000	3,500,000	3,500,000	4,000,000	4,000,000
		Collaborative workshops			1,000,000	1,000,000	1,000,000	1,000,000
		Total		19,300,000	21,800,000	24,800,000	25,300,000	25,300,000
Objective 3: Strengthen Research, Evaluation and Publications								
2.6	Position papers on pertinent M&E issues developed	Identification of pertinent issues and dialogue with members			800,000		1,000,000	
		Develop a functional			500,000		600,000	

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
		advocacy strategy						
		Public Dialogue on key evaluation questions			500,000		500,000	
	Institute an advocacy committee	Committee meetings			300,000	300,000	300,000	
		IEC Materials developed and disseminated			500,000	500,000	500,000	500,000
	Publications	Bidding for research and evaluations			500,000	500,000	600,000	600,000
		Production of evaluation studies and journals			1,000,000	1,000,000	1,200,000	1,200,000
		Dissemination of publications			500,000	500,000	500,000	500,000
		Total		0	4,600,000	2,800,000	5,200,000	2,800,000
Objective 4: Establish Evaluation partnerships and networks								

	KRA	Actions	Fq.	2017	2018	2019	2020	2021
	UEA Stakeholder mapping	Mapping exercise			800,000		800,000	
	Platforms that advise on quality of evaluations	Conduct partnership meetings with MDAs, CSOs			500,000	500,000	500,000	500,000
4.2	Mentorship exchange with VOPEs	Facilitation and Travel for exchange visits		9,000,000		6,000,000		6,000,000
		Total		9,000,000	1,300,000	6,500,000	1,300,000	6,500,000
Objective 5: Promote the EvalAgenda								
	Enabling environment advocated for	Public dialogue and dissemination of evaluation information		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	TOTAL			**58,110,000**	**67,960,000**	**67,030,000**	**62,430,000**	**62,930,000**

6.0 Income and Expenditure Projection

Revenue						**Total**
	2017	**2018**	**2019**	**2020**	**2021**	
Membership fees	30,000,000	20,000,000	15,000,000	15,000,000	15,000,000	**95,000,000**
Annual Subscription	0	15,000,000	15,000,000	16,000,000	18,000,000	**64,000,000**
Sale of items (Profit)	600,000	800,000	1,000,000	1,200,000	1,400,000	**5,000,000**
Grants and Donations	30,000,000	35,000,000	35,000,000	40,000,000	50,000,000	**190,000,000**
Total	**60,600,000**	**70,800,000**	**66,000,000**	**72,200,000**	**84,400,000**	**354,000,000**
Expenditure						
Institutional Capacity	28,810,000	39,260,000	31,930,000	29,630,000	27,330,000	**156,960,000**
Capacity of evaluation actors	19,300,000	21,800,000	24,800,000	25,300,000	25,300,000	**116,500,000**
Research, Evaluation and Publications	0	4,600,000	2,800,000	5,200,000	2,800,000	**15,400,000**
Partnerships and Networks	9,000,000	1,300,000	6,500,000	1,300,000	6,500,000	**24,600,000**
Promote EvalAgenda	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**5,000,000**
Total	**58,110,000**	**67,960,000**	**67,030,000**	**62,430,000**	**62,930,000**	**318,460,000**