

Operational Plan 2011-2015

DFID UGANDA

Updated: June 2012

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

1) Context

Uganda aspires to be a middle income country by 2040. This would mean more than doubling the average Ugandan's annual income of \$460, and potentially no longer needing development aid. Successful regional economic integration could help achieve this sooner. Revenues from oil offer good prospects for economic growth, although much depends on how the windfall from oil is managed and invested. Since 2005 Uganda's gross national income has increased by an average of 7.6% a year, and inward investment has doubled. There has been good progress towards the Millennium Development Goals (MDGs), with a decline in the proportion of people living in poverty from 31% to 24.5%, and particularly towards MDGs on hunger, gender equality, HIV/AIDS treatment and access to safe water. Uganda has experienced double digit inflation since early 2011 and there is some risk that rising food prices since the end of 2010 could have an adverse effect on poverty levels. But sustained stability and the end of conflict, first nationally and then in the north, have underpinned two decades of progress.

Continued growth has not benefited everyone. In the north, 46% of the population still lives in poverty; nationally, rural areas remain much poorer than towns. Uganda has the third highest population growth rate in the world, which stretches its government's ability to provide services such as drugs in health facilities. HIV/AIDS is resurgent, with over 130,000 new HIV infections in 2010. Sharp gender inequalities persist. Only one in three girls completes four years of secondary education. Some 60% of Ugandan women experience violence of some kind but only 5.5% of them report this to the police. Every day, 16 women die from pregnancy or childbirth. Malaria is the country's biggest killer, yet only 41% of the population use mosquito nets.

The Ugandan government's priorities are stability and economic growth. The 2010 National Development Plan states that "the private sector will remain the engine of growth and development". Other issues, including poverty eradication, democratic development and action against corruption, are seen through this prism. **But substantial constraints to growth exist**, including inadequate electricity supply and poor transport infrastructure. Financial services are inaccessible, expensive and often unregulated. Climate change will increase pressures on land use. Women and girls' lack of access to education and employment reduces economic performance. And standards of governance are stagnating: widespread corruption and weak systems of accountability remain day-to-day concerns for citizens, investors and development partners. There has been no peaceful transition of power since independence. The drivers of past conflict persist: further violence resulting from poor governance, ethnic divisions or unequal regional development would have a rapid and damaging impact on economic progress.

Strengthened East African regional integration will bring opportunities for Uganda to raise its income from trade and to attract greater private investment; and **revenues from oil production** will further boost the economy if well managed. But oil wealth will bring new challenges. A reorientation of the economy and an appreciation of the exchange rate could undermine existing agricultural exports. Millions rely on agricultural livelihoods. Oil revenues can be volatile and also risk creating opportunities and incentives for corruption.

Some 29 multilateral or bilateral development partners provide support to Uganda. The four biggest – the World Bank, the USA, the European Union and the African Development Bank – provide 60% of total aid. In 2009/10, total external assistance was around \$1.6 billion (compared to GDP of \$16 billion). The UK is the second-largest bilateral donor. Our strengths include our professional expertise in-country, our willingness to provide leadership in key programme areas, and our approach - aligned closely with national priorities but able to work flexibly enough to influence other development partners and spearhead a range of joint approaches to programming. However, the relative contribution of donors to the Ugandan economy, and the influence they hold, is diminishing including on issues of transparency and accountability.

The broader UK-Uganda relationship includes strong bilateral engagement on diplomatic, political and security issues. The UK is the largest cumulative inward investor to Uganda, with \$1 billion in foreign direct investment and an important presence in the energy sector. As a Commonwealth partner, we work with Uganda to protect stability in the region, including through Uganda's leading role in the African Union peacekeeping force in Somalia and as a neighbour of South Sudan.

2) Vision

DFID's vision for 2011-15 is to support Uganda in its transition to a prosperous and stable democracy, positioned to exploit the benefits of oil for all Ugandans and able to protect the interests of the most vulnerable. This reflects the guiding principle in Uganda's National Development Plan of "intertwining economic growth and poverty eradication". The UK development programme will tackle the barriers to equitable, sustainable and inclusive growth, and will help Uganda meet the Millennium Development Goals (MDGs). DFID will create opportunities in particular for girls and women, as set out in the gender annex to this plan.

DFID will maintain a strong voice with the Government of Uganda (GoU) at a time when development partners' influence is decreasing, by working with the Ugandan government's priorities in empowering the private sector to drive future prosperity, providing financial support directly to government, and by focusing on embedding the technical reforms necessary to manage future challenges. We will create partnerships with others where our combined expertise can add value and where our shared impact will be greater.

Alignment to DFID and UK Government priorities

The UK will **help Uganda to achieve the MDGs**. This plan targets off-track MDGs in the health sector, where opportunities are greatest, to improve the lives of girls and women through better maternal and child health, boosting access to family planning choices, and providing cash transfers to vulnerable households. DFID will also help improve malaria management, and will direct resources to preventing new HIV/AIDS infections. We will help the Karamoja region in the north to move from emergency support to medium-term development, while standing ready to fund food distribution if needed.

The plan **boosts wealth creation** by addressing the most binding constraints to economic growth – poor transport infrastructure, and financial services that are expensive and exclude poorer people – while making Uganda the hub of a regional market which can provide huge new opportunities. DFID will help Uganda's young people to access skills and opportunities to play a productive role in the economy, ensuring that Uganda can capitalise on its growing population. We will support the GoU to improve skills for managing income and investments in preparation for oil revenues and train semi-skilled labour for the petroleum industry.

The plan **strengthens governance and security** to underpin future growth and to maintain Uganda as a stable country in an unstable region. DFID will work alongside the British High Commission to empower Ugandans, particularly girls and women, to hold the state to account, and to enable the GoU to provide more responsive services. DFID will target much of its effort in northern Uganda, where risks to stability are still greatest and where poverty levels are most severe. In line with DFID's peacebuilding-statebuilding approach, we will help improve access to state-provided services while investing in conflict resolution and reconciliation.

The UK will undertake analysis to identify priorities for supporting Ugandans to adapt to **climate change with the aim of scaling up our financial commitment in this area in future**.

Value for money considerations will drive DFID's choice of investments and partners. We will work through others where they can clearly demonstrate cost-effectiveness in achieving results for the poor. DFID will incorporate impact assessment into project annual reviews, and the most innovative programmes will have full impact evaluations. We will help the GoU to improve its own systems for collecting and transparently acting upon performance data.

What DFID will stop doing

The plan represents an expansion of DFID's role in Uganda, but with a focus on those areas where we have relative strengths. DFID will reduce the share of budget support in its programme and proceed with a withdrawal from agriculture, tax administration, and public sector reform.

3) Results

Headline results

| Pillar/ Strategic Priority | Indicator | Baseline (including year) | Expected Results (including year) |
|-----------------------------------|---|-------------------------------------|--|
| MDG: Health | Number of women using modern contraception (total - national) | 1.5 million (21.4% in 2010) | 2.73 million (33.5% in 2015 – end year snapshot) (1.22 million additional, of which 431,000 attributed to DFID) |
| MDG: Health | Number of births attended by a skilled attendant (annual - national) | 504,000 (33% in 2010) | 694,000 (40% in 2015 – end year snapshot) (increase of 2.46 million births attended over four years, of which 143,480 attributed to DFID) |
| Wealth Creation | Average delay in completion of national roads construction contracts (attributed to DFID support) (annual) | 8.8 months (2007) | four months (2015 – end year snapshot) (reduction of 4.8 months per contract) |
| Wealth Creation | Number of men and women with access to financial services (fully attributed to DFID support) | 0 (2010) | 2 million (m) and 2 million (f) (cumulative over four years) |
| Governance and Security | Number of value for money audits conducted by the Auditor General (total annual) | 10 (2009) | 15 (2015 – end year snapshot) (54 audits over four years, of which 14 additional attributed to DFID) |
| Poverty, Hunger and Vulnerability | Number of beneficiaries receiving an unconditional cash transfer each month (snapshot) | 0 (2010) | 600,000 (2015 – end of year snapshot) (fully attributable to DFID) |
| Poverty, Hunger and Vulnerability | Number of primary school dropouts returning to school with support from the Girls Education Movement (attributed to DFID support) | 2,850 (2010) (current programme) | 102,850 (2015 - cumulative) (additional 100,000, of which 66,000 are girls) |
| Poverty, Hunger and Vulnerability | Number of labour hours worked on food/cash for work projects in Karamoja region (attributed to DFID) | 0 (2010) | 28 million (2014 - cumulative) |

3) Results (continued)

Evidence supporting results

The evidence base in Uganda is good and improving all the time, particularly for the health and poverty pillars. The Uganda Bureau of Statistics provides reliable and independent survey data, with appropriate emphasis on gender and regional data disaggregation. Results of the latest National Household Survey were published in 2010, complemented by an annual longitudinal panel survey. The next National Service Delivery Survey and Demographic and Health Survey results will be available in 2012. Results from the next ten-year population census will be available in 2013.

Many of DFID Uganda's programmes will be based on scaling up interventions which have **already proven effective**. In the accountability sector, improvements in the national audit function have led to greater scrutiny of public expenditure by parliament. Support to the Prime Minister's Office and Ministry of Finance has resulted in more effective monitoring of Ministerial performance by Cabinet. Investing in democratic governance, notably civic education, has led to improvements in the latest Uganda Afrobarometer election scores. Our approach to recovery in Northern Uganda is based on DFID's state building and peace building principles, with the Ugandan Government taking a strong lead. For humanitarian assistance, DFID's responses to emergency appeals have consistently been successful in preventing major loss of life. And results have shown that budget support has improved macroeconomic stability, influenced fiscal discipline, catalysed policy reforms and, more recently, enabled the expansion of basic services; in this plan, DFID Uganda will focus on the potential of budget support to strengthen public institutions for effective, efficient and equitable use of oil and other domestic revenues.

A second group of programmes are new to DFID's portfolio in Uganda, but **draw on existing international or local evidence to support the case** for intervention. On reproductive health, research shows that 56% of pregnancies in Uganda are unintended, yet seven out of 10 women wanting to avoid pregnancy do not use modern contraception. Addressing social barriers to contraceptive use is as important as the supply of commodities. There is local evidence that community monitoring of health services in Uganda significantly improves treatment practices and health outcomes. The Population Council research has proved that educating adolescent girls will result in lower fertility and greater economic opportunity. On wealth creation, international evidence shows that a combination of better transport infrastructure and greater trade openness leads to faster movement of goods across borders and economic growth. There is strong evidence of the need for financial services in Uganda, and data show that a 10 percentage point increase in access to money reduces poverty by up to 3%. DFID South Africa's FinMark programme has demonstrated how effective supporting banks can be in helping people on low incomes access finance.

For DFID Uganda's most innovative programmes, **the evidence base is less strong and we will be evaluating new approaches**. Results-based financing models for health care services in Uganda are relatively untested. Although effective HIV prevention interventions exist and are more cost-effective than treatment, the impact of combination prevention interventions is unclear. Similarly, the quality of malaria data and analysis is insufficient to define optimal strategies to speed up progress against the disease. There is, as yet, very little Uganda-specific research on the impacts of climate change and there is only a limited number of studies that have assessed the relative costs and benefits of disaster risk reduction initiatives. The link between vocational training and job creation is notoriously difficult to determine. And although research from Africa shows that cash transfers impact positively on nutrition, food security and access to services for beneficiary households, better evidence will be needed to raise awareness and formulate social protection policy in Uganda. Our evaluation plans are set out in full below.

Evidence of value for money

Investments in better public financial management and oversight of public expenditure will have a multiplier effect on the efficiency and effectiveness of government spending. DFID Uganda's roads programme will help reduce inefficiencies in contracting and introduce greater competition. New financial services will lower the cost of informal borrowing at least seven-fold. UN procurement will secure preferential prices for reproductive health and malaria commodities and every £1 spent on contraceptive services will save at least £3 spent on maternal and new born care. A national social protection framework will bring coherence and sustainability to currently uncoordinated initiatives to address chronic poverty. Investing in productive livelihoods in Karamoja will be more cost effective than providing food aid alone.

4) Delivery and Resources

Intervention choice

Tackling poverty nationally and achieving the Millennium Development Goals for all Ugandans will require a strong partnership between DFID and the Government of Uganda. Support to the national budget and programmes will continue to be an effective instrument to underpin national action against poverty, to support reformers in the administration, and to embed discipline in public resource management before revenues from oil production start to flow. DFID will work through Ugandan government financial systems wherever conditions allow, including to promote growth in the north and to improve national statistical capacity. All the UK Government's work towards democratic and political reform in Uganda will be based on joint DFID/British High Commission working.

Over the course of the four-year period DFID Uganda will move towards a reduced level of core budget support, supplemented gradually by a grant to improve public health services and, potentially, also direct funding for post-conflict districts in Northern Uganda. The UK's budget support commitment will be reviewed at least annually. DFID will complement funding through government with a range of programme and project-based instruments to improve accountability, foster private sector growth, and to explore new ways of achieving results for the poor:

- DFID will work with civil society to do things government cannot: to hold the state accountable for service delivery and to demand increased transparency; to mobilise community groups around HIV/AIDS prevention and family planning; and to advocate for a renewed approach to climate change policy. All such programmes will strengthen local, sustainable civil society organisations as well as work through capable international bodies.
- DFID will promote economic growth by engaging expert organisations to help improve the markets for financial services and for roads construction, focusing on providing better access and opportunities for the poor. Programmes will empower those organisations to pursue the strategies that prove most effective in financial services, transport infrastructure and regional integration, and to close down activities which evidence shows to be failing.
- DFID will lead innovative approaches to provide services for the poor, working with government to scale up those that show success. In the health sector we will design a performance-based approach to subsidising private user fees. DFID will fund a major increase in private sector capacity in family planning, and will pilot cash grants for the poorest to establish the potential for such a mechanism to be part of national policy.

Partnerships

DFID Uganda will work through multilateral agencies where they can demonstrate a clear record of achievement and where they can bring partners together in a more coherent approach. We will support United Nations joint programmes on population, HIV/AIDS, and gender, and work with the World Bank and EU on wealth creation. All such arrangements will include commitments to address the challenges identified by DFID's Multilateral Aid Review. For example in Karamoja, DFID will help the World Food Programme to improve its partnership with government; and our support for the UN Population Fund (UNFPA) is conditional on a dedicated monitoring and evaluation expert being in place to improve cost-effective programming decisions.

We will continue to collaborate closely with other bilateral donors and channel funding through them where appropriate. We will continue to have a pivotal role in aid coordination structures, chairing or co-chairing development partner working groups on accountability, public financial management, social protection, budget support, and democratic governance; and participating fully in health, infrastructure, climate change, northern Uganda and anti-corruption groups. We will identify new opportunities for joint bilateral programmes to enhance coordination, including with USAID, Irish Aid, the Netherlands and Nordic partners.

4) Delivery and Resources (continued)

| Pillar/Strategic priority | 2010/11 (outturn) | | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | | TOTAL 2011-2015 | |
|--|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|
| | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 | Resource £'000 | Capital £'000 |
| Wealth Creation | 17,080 | | 9,603 | 2,270 | 25,200 | 0 | 24,630 | 650 | 20,500 | 8,750 | 79,933 | 11,670 |
| Climate Change | 508 | | 457 | 0 | 389 | 0 | 0 | 0 | 0 | 0 | 846 | 0 |
| Governance and Security | 22,237 | | 18,000 | 0 | 17,400 | 0 | 18,230 | 0 | 16,500 | 0 | 70,130 | 0 |
| Education | 7,072 | | 5,700 | 0 | 3,900 | 0 | 3,750 | 0 | 3,100 | 0 | 16,450 | 0 |
| Reproductive, Maternal and Newborn Health | 12,798 | | 8,085 | 0 | 14,950 | 0 | 13,940 | 0 | 16,500 | 0 | 53,475 | 0 |
| Malaria | 0 | | 3,340 | 0 | 2,000 | 0 | 300 | 0 | 300 | 0 | 5,940 | 0 |
| HIV/Aids | 4,000 | | 3,600 | 0 | 4,000 | 0 | 3,350 | 0 | 500 | 0 | 11,450 | 0 |
| Other Health | 8,336 | 10,000 | 7,166 | 0 | 10,731 | 0 | 12,125 | 0 | 8,800 | 0 | 38,822 | 0 |
| Water and Sanitation | 816 | | 600 | 0 | 389 | 0 | 375 | 0 | 300 | 0 | 1,664 | 0 |
| Poverty, Hunger and Vulnerability | 11,000 | | 13,442 | 0 | 15,540 | 0 | 16,900 | 0 | 14,000 | 0 | 59,882 | 0 |
| Humanitarian | 555 | | 3,057 | 0 | 980 | 0 | 750 | 0 | 750 | 0 | 5,537 | 0 |
| Other MDG's | | | | | | | | | | | 0 | 0 |
| Global Partnerships | | | | | | | | | | | 0 | 0 |
| TOTAL | 84,402 | 10,000 | 73,050 | 2,270 | 95,479 | 0 | 94,350 | 650 | 81,250 | 8,750 | 344,129 | 11,670 |

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 14/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.

4) Delivery and Resources (continued)

Operating Costs

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Total (2011-15) |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Frontline staff costs - Pay | 886 | 942 | 1,683 | 1,286 | 1,322 | 5,233 |
| Frontline staff costs - Non Pay | 1,148 | 1,054 | 1,028 | 1,513 | 1,577 | 5,172 |
| Administrative Costs - Pay* | 257 | 253 | 285 | 243 | 260 | 1,041 |
| Administrative Costs - Non Pay | 531 | 144 | 248 | 274 | 247 | 913 |
| Total | 2,822 | 2,393 | 3,244 | 3,316 | 3,406 | 12,359 |

* The number of administrative full-time equivalent posts rose in 2011/12 due to the division of corporate service posts equitably between DFID and the British High Commission within the new Joint Management Unit. However, because a greater proportion of these posts will be at lower grades, the total staff cost for DFID will decrease.

4) Delivery and Resources (continued)

Efficiency savings

| Category | Details | Residual cost in the SR period £'000 |
|----------------------------|---|--------------------------------------|
| Strategic Reprioritisation | Switch from food aid to livelihoods in Karamoja; food aid will only continue if there is an emergency appeal. | 3,500 |
| Strategic Reprioritisation | Transfer of resources from budget support to alternative mechanisms | 55,000 |

| Administrative Cost Savings Initiative | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | |
|---|-----------|---------------|-----------|---------------|-----------|---------------|-----------|---------------|
| | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 | PAY £'000 | Non Pay £'000 |
| Reduction in Consultancy Payments | | | | | | | | |
| Reduction in Security Costs | | 60 | | | | | | |
| Reduction in Training and Travel | | | | | | | | |
| Reduction in Estates & Property Costs* | | | | | | | | |
| Reduction in costs as a result of Office Restructuring* | 23 | 133 | 7 | 32 | | 16 | | 10 |
| Other Reductions | | | | | | | | |
| Total | 23 | 193 | 7 | 32 | 0 | 16 | 0 | 10 |

* Further efficiencies will be identified on all budgets as implementation of the Joint Management Unit proceeds.

* Total savings from the Joint Management Unit are captured under office restructuring and security. These will in practice include savings on training, travel and consultancies.

5) Delivering Value for Money (VfM)

DFID Uganda has achieved good value for money (VfM) in its past programmes, with strong portfolio quality scores (73.1% in 2009/10). Strong evidence of VfM is provided for all new approved spend. Even before the Joint Management Unit (JMU) was set up, DFID Uganda identified savings from closer working with the British High Commission, including through staff medical arrangements and joint guarding contracts. In late 2010, DFID Uganda conducted office-wide training on best practice in procurement. Where possible, DFID Uganda has based programming decisions in this operational plan on an analysis of unit costs: for example we will move from providing emergency food aid in Karamoja, which costs about £28 annually per person, to creating long-term livelihood opportunities at a one-off cost of £38 per person.

However we judge that we can achieve (and demonstrate) even more cost-effective investments by fostering a culture of results in DFID Uganda and by increasing the attention to VfM in economic appraisals and in our administration spend. Through **a new VfM strategy and action plan**, we will demonstrate the steps needed to increase our commercial astuteness in managing procurement and contracts and those needed to address VfM improvements in government systems and within our programmes.

Challenges

The recent Bilateral Aid Review process has revealed various challenges which DFID Uganda will need to address through the VfM Strategy, including:

- A limited understanding among staff members of how they can contribute to the VfM agenda. At present, it is seen mainly as the domain of procurement officers or economic advisers.
- Inadequate data on unit costs to estimate investment returns accurately across all pillars of the operational plan.
- Operationalising and employing new programme documentation formats.
- Poor monitoring of VfM through the results framework.

Actions

- Set up a VfM team to develop the DFID Uganda VfM strategy and action plan and thereafter monitor implementation and report regularly.
- Ensure all staff understand their role in the VfM agenda and that relevant officers have an in-depth understanding of strategic procurement.
- Draw up a new staff housing policy by June 2011.
- Effectively monitor VfM across all programmes, by strengthening the emphasis on VfM in the results framework and ensuring that the results adviser and economist allocate time to help identify and monitor unit costs, and accurately to attribute DFID's contribution to results.
- Influence partners in government and in civil society, our suppliers, consultants and other development partners (including multilaterals) to raise standards of project design and procurement. DFID will ensure that clear VfM monitoring tools (such as unit costs) are included in all programmes, and overheads are reduced, to obtain and demonstrate consistent value for money from all DFID funding.
- Strengthen tendering and supplier management by implementing effective supplier management practices, including combined procurement between programmes, and assessment of supplier performance across sectors.
- Conduct a full review of our procurement processes and capacity by July 2012 and implement its recommendations .

6) Monitoring and Evaluation

Monitoring

Project task teams, headed by a lead adviser, will monitor project implementation on a monthly basis. The DFID Uganda programme team will meet quarterly to monitor overall progress against the Operational Plan pillars, including portfolio review scores. Twice yearly, the programme team will assess performance against the targets and milestones set out in the Results Framework and agree on remedial action, particularly against projects that are deemed to be underperforming. Programme team staff will adopt results for which they are directly accountable as part of their annual personal performance success criteria. A quality assurance team, headed by the Results Adviser, will provide a challenge function to ensure that project reviews and completion reports are carried out on time and to standard, that project scoring is objective and that review recommendations are acted upon.

Project annual reviews will usually be conducted by project task teams, in close consultation with implementing partners. Project completion reviews will be undertaken by third parties to ensure independent verification of project outcomes. Review reports will be quality assured before being published. At the end of the financial year, DFID Uganda will prepare an internal annual performance report, measuring achievement against the country Results Matrix using a traffic light system. Results Matrix indicators will be taken directly from project logical frameworks. The annual review report will also provide case studies for communication purposes.

Evaluation

DFID Uganda plans to conduct full impact evaluations of at least three programmes. The Expanding Social Protection Programme has rigorous impact evaluation built into its design, to track the impact of cash transfers on beneficiary households with regard to food security, nutrition and access to services. The evaluation is designed to provide the evidence base for national social protection policy-making and programming. On HIV/AIDS, DFID will work with the World Bank to evaluate the impact of combination prevention activities in six pilot districts and link this exercise to the roll out of the National Prevention Strategy monitoring and evaluation plan. In Northern Uganda, DFID will use quantitative experimental evaluation to determine whether a payment for results approach leads to an increase in access to health treatment for vulnerable groups.

DFID will work with implementing partners to put appropriate evaluation strategies in place for two further programmes: to evaluate the impact of the World Food Programme's work on livelihoods in the Karamoja region, and the link between youth skills development and better employment opportunities in northern Uganda.

These evaluations will cover around 20% by value of DFID Uganda's total portfolio over 2011-15. In each case, between 3-5% of project resources will be allocated to evaluation. All programmes will incorporate routine impact assessment into the annual review and project completion review processes by focusing on relevance, efficiency, effectiveness and sustainability. The Results Adviser, an accredited evaluation specialist, will oversee all evaluations, promote learning and development in evaluation and ensure consistency with DFID's evaluation policy.

Building capacity of partners

DFID Uganda is helping the Government of Uganda to improve monitoring and evaluation of its own services and performance. DFID will support the evaluation of 2-3 government programmes per year by the Office of the Prime Minister and fund a number of national surveys, including the next census. This will help improve the quality of administrative data provided by line ministries and districts, and will resurrect participatory poverty assessments by the Ministry of Finance. A dedicated new unit within the World Bank will evaluate the impact of budget support and provide independent analysis of Government performance.

7) Transparency

Maintaining progress on Aid transparency

The UK has been leading the transparency agenda in Uganda. DFID is funding an *Aid Management Platform*, which will bring together and make publicly available information about the aid disbursements of all development partners in Uganda. The new *Uganda Accountability Programme* will provide support to civil society organisations to strengthen demand for improvements in service delivery. The *Strengthening Evidence Based Decision Making* project will provide funding to three central government institutions to improve information collection, management, assessment and publication. Outputs include more and better government data, including a census in 2012, a Government Annual and Half-Annual Performance Report and improved assessments of poverty. We also assist the Government of Uganda to carry out an initiative called 'Barazas'. Barazas are public fora for citizens to hold local government officials to account.

DFID has funded, and been heavily involved in the production of, a *Partnership Policy* that sets out how the relationship between the Government of Uganda, development partners, parliament and civil society will function.

Meeting DFID Uganda's commitments under the UK aid Transparency Guarantee

DFID Uganda will improve the quality of published information. The Project Quality Assurance Team will check all programme documents for clear, factual, plain English. All relevant staff will carry out the DFID Plain English on-line training. DFID will translate summaries of all programme documents and this Operational Plan into selected local languages which are broadly understood throughout Uganda: Luo, Runyakitara, Luganda and Swahili. The Uganda pages of the DFID website will be checked and updated regularly. Information materials such as programme fact sheets will be made available on request and in print, where possible.

DFID Uganda will work closely with all our programme partners to improve the transparency of our work and our plans. We will maintain a strong and open relationship with partners within the Government of Uganda, using existing fora such as the budget support coordination group where appropriate. The Head of Office will meet representatives of all civil society organisations in Uganda which hold core funding arrangements with DFID globally at least three times a year, and technical staff will meet counterparts from these organisations more frequently to discuss our programmes and the potential for closer local cooperation. DFID will offer meetings to other interested partners including parliamentarians, representatives of academia and the private sector.

DFID will support civil society more broadly to improve transparency at a national level. Any civil society organisations which receive DFID funds will be required to make information on their work publicly available, and will receive help to improve the quality and range of published information. DFID funding will be available for organisations working to improve public budget monitoring.

Revisions to Operational Plan 2011/2012

This Operational Plan has been revised slightly from its original June 2011 version, primarily to reflect changes to the wider country context and minor changes to programme plans. The main changes are as follows:

Context: Minor revisions to section 1 to ensure that data are up to date and the overall text remains appropriate to the current situation.

Results: Some changes have been made to the results matrix at section 4, primarily: a) our headline result on the number of women using modern contraception has been revised downwards to reflect a reduction in the previously quoted annual contraceptive prevalence growth rate target in Uganda, which we concluded was unrealistically ambitious; b) the national target on number of births attended by a skilled attendant has been similarly reduced from 55% to 40% given the likely over ambition of the former target; c) the previous indicator on numbers of men/women living in chronic poverty has been replaced by one on the number of monthly cash transfer beneficiaries, because a definition of chronic poverty has not yet been agreed and baseline data for this will not be available until 2013; d) the expected result on number of labour hours worked on food/cash for work projects has been revised upwards because of an error in the original forecast taken from the World Food Programme project proposal ; and e) the total number of value for money audits to be conducted has been revised downwards from 62 to 54 in line with recent projections from the Auditor General's office.

Delivery and Resources: The text at section 5 has been amended to reflect recent changes in numbers and structure of DFID's Programme and Corporate Services Teams in Kampala. Programme and operating budget figures have been adjusted in light of the actual budget out-turn for 2011/12 and some consequent adjustments to 2012/13 allocations. As a result the overall four year programme budget for the Operational Plan 2011-2015 has reduced slightly from £390m to some £356m.

Gender Annex to DFID Operational Plan

| Indicator | Baseline | Expected result by 2015 |
|---|--|---|
| 1. Number of unintended pregnancies averted | Nil | 650,000 (DFID attributable) |
| 2. Number of additional women using modern contraception | 1.13 million (2010) | 431,000 (DFID attributable) |
| 3. Number of births attended by a skilled attendant in a health facility | 0 (2010) | 143,480 (DFID attributable) |
| 4. Number of babies born to positive mothers receiving anti-retrovirals to protect them from Mother to Child Transmission | 28,040 – 30% at national level (July 2009) | 4,500 (80% in six focus districts) |
| 5. No. of Gender Based Violence victims survivors centres established | 3 | 13 (10 DFID attributable) |
| 6. Primary school drop outs returning to school with support from Girls' Education Movement (GEM) | B: 2,850 (2010) | 102,850 (additional 100,000 of which 66,000 girls, full DFID attribution) |
| 7. No. of women receiving vocational training | B: Nil | 17,700 |
| 8. Number of women and men receiving an unconditional cash transfer each month (snapshot – direct and indirect beneficiaries) | B: Nil (2010) | 600,000 (2015) |

Revision to indicators

Outcome level indicators have been replaced by output level indicators to enable annual measurement and demonstrate DFID attribution.

Health sector indicators revised in line with overall operational plan.

Indicator for women's access to vocational training drawn from United Nation Joint Population Programme (UNJPP), replaced by indicator for vocational training through Northern Uganda Youth Development Centre and network of training service providers; overall target of 53,000 people trained of whom a minimum of 33% will be women.

Annex: Results Progress

Progress towards headline results – one year on*

| Pillar/ Strategic Priority | Indicator | Baseline (including year) | Progress towards results (including year) | Expected Results (including year) |
|---|--|---------------------------------|---|--|
| Reproductive, Maternal and Neonatal Health | Number of women using modern contraception | 1.13 million (21.4% in 2010) | 1.4 million women (25.6%) of which an additional 132,344 attributed to DFID in 2011-12. Which is good progress towards the 2015 target. | 2.02 million (33.1% in 2015 – end year snapshot) (1.12 million additional, of which 431,039 attributed to DFID) |
| Reproductive, Maternal and Neonatal Health | Number of births attended by a skilled attendant | 504,000 (33% in 2010) | 545,281 births attended (34.5%) in 2011-12, of which 17,449 attributed to DFID. Representing steady progress towards the 2015 target. | 693,528 (40% in 2015 – end year snapshot) (increase of 2.46 million births attended over four years, of which 143,480 attributed to DFID) |
| Wealth Creation | Average delay (months) in completion of national roads construction contracts | 8.8 (2010) | No new data is available but project implementation is on track. | 4.0 (2014-15) |
| Wealth Creation | Number of men and women (million) with access to financial services | 0 (2010) | The Business Case for this project was approved in March 2012. Project implementation is on track. | 4,000,000 (2014-15) |
| Governance and Security | Number of value for money audits conducted by the Auditor General | 10 (2010) | 12 audits were conducted in 2011-12. The 2015 target is on track to be delivered. | 15 (2015 – end year snapshot) (54 audits over four years, of which 14 additional attributed to DFID) |
| Poverty, Vulnerability, Nutrition and Hunger | Number of beneficiaries receiving an unconditional cash transfer each month | 0 (2010) | 17,000 people were supported in 2011-12. The 2015 target is on track to be delivered. | 600,000 (2015 – end of year snapshot) |
| Education | Number of primary school drop-outs returning to school with support from GEM | 2,850 (2010) | 8,000 children were supported to return to school in 2011-12. The 2014-15 target is on track. | 102,850 (2014-15) (additional 100,000, of which 66,000 are girls) |
| Wealth Creation | Number of labour hours worked (million) on food/cash for work projects in Karamoja | 0 (2010) | 15.92 labour hours in 2011/12, which is steady progress towards the 2013-14 target. | 28.00 (2013-14) |

* These results may not directly aggregate with other country results due to different measurement methodologies