



OFFICE OF THE PRESIDENT

CABINET SECRETARIAT

**THE REPORT ON A MEETING ON ACTION PLAN
OUT OF MONITORING AND EVALUATION
OF IMPLEMENTATION OF CABINET
DECISIONS**

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TABLE OF CONTENTS

FOREWORD.....	ii
1.0 INTRODUCTION/ BACKGROUND.....	1
3.0 PROBLEM STATEMENT.....	1
4.0 OBJECTIVE.....	1
5.0 CONTENT.....	2
6.0 PARTICIPANTS.....	2
7.0 PROCEEDINGS.....	3
7.1 COMMUNICATION FROM THE CHAIRPERSON AND REACTIONS.....	3
7.2 ACTION PLAN.....	4
8.0 GENERAL DISCUSSION.....	14
9.0 CONCLUSION.....	15
10.0 CLOSING REMARKS.....	15
ANNEX 1: ACTION MATRIX.....	17
ANNEX 2: LIST OF PARTICIPANTS.....	20

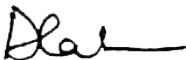
FOREWORD

A report of a meeting on Monitoring and Evaluation of Implementation of Cabinet Decisions held on 26 March 2019 highlighted a number of factors/conditions, best practices, lessons learnt and recommendations that required prioritization for effective implementation.

A follow up meeting was held on 26 November 2019 to come up with an Action Plan. Agreed positions were adopted for implementation of the prioritized areas to contribute towards effective monitoring and evaluation of implementation of Cabinet Decisions for better impact.

All stakeholders should take the area of monitoring and evaluation of implementation of Cabinet decisions more seriously, to enable Ministries and Government Departments focus on outcomes and impacts in meeting the needs of the citizens in line with Cabinet directives.

This is therefore, to urge all Stakeholders to support and proactively engage in effective implementation of the Action Plan to enable realisation of the desired results. My office will provide all the necessary support and guidance that may be required in the process.



Deborah Katuramu

**DEPUTY HEAD OF PUBLIC SERVICE AND
DEPUTY SECRETARY TO CABINET**

1.0 INTRODUCTION/BACKGROUND

This report presents prioritized actions for implementation in an effort to enhance monitoring and evaluation of implementation of Cabinet Decisions for better impact.

A meeting on Monitoring and Evaluation of Implementation of Cabinet Decisions held on 26th March, 2019 identified a number of actions that required prioritization for effective implementation. It was against this background that a follow-up meeting was held on 26th November, 2019, which prioritized identified actions for implementation as presented in this report.

3.0 PROBLEM STATEMENT

A range of factors/conditions that could support structured and systematic evidence informed monitoring and evaluation of implementation of Cabinet Decisions, were identified in a meeting held on 26th March 2019. However, they were many and not presented in order of priority for appropriate action. The meeting therefore, developed a prioritized action plan for appropriate implementation and follow up.

4.0 OBJECTIVE

The main objective of the meeting was to produce a prioritized Action Plan for effective follow up.

5.0 CONTENT

The report comprises; Introduction, Background, Problem Statement, Objective, Content, Composition of participants; Proceedings, General Discussions and Conclusion. The Action Plan Matrix is **Annex1** of the report.

6.0 PARTICIPANTS

The meeting was attended by 68% of the expected participants. Of those who attended, 44% were females and 56% were males. The positions of the participants were analyzed and summarized in Table 1 below:

Table1: Positions of Participants

S/ N	Position	Female		Male		Total	
		Number	%tage	Number	%tage	Number	%tage
1	DHPS&DSC	1	8%	-	-	1	4%
2	Commissioners	-	-	1	7%	1	4%
3	Ass. Commissioners	-	-	2	13%	2	7%
4	Under Secretaries	-	-	1	7%	1	4%
5	Principal Officers	2	17%	4	27%	6	22%
6	Senior Officers	3	25%	2	13%	5	19%
7	Officers	6	50%	3	20%	9	33%
8	Others in attendance	-	-	2	13%	2	7%
	Total	12	100%	15	100%	27	100%

The majority of the participants were Officers, Senior Officers and Principal Officers with 33%, 19% and 22% respectively. List of participants is **Annex 2** of the report.

7.0 PROCEEDINGS

This section presents the proceedings of the meeting. It includes communication from the Chairperson and reactions, presentation and discussion of the action plan.

7.1 Communication from the Chairperson and Reactions

The DHPS & DSC welcomed members to the meeting and informed them that the purpose of the meeting was to provide input into the draft prioritized action plan arising out of a Report on a meeting of Monitoring and Evaluation of Implementation of Cabinet Decisions held on 26 March 2019. That the meeting came up with many factors/conditions, best practices, lessons learnt and recommendations that needed to be prioritised for effective implementation and better impact. That member were invited for internal consultation to generate consensus and ownership.

The DHPS&DSC encouraged members to be as open as possible, brainstorm and generate several ideas with a view of coming up with an action plan.

A member thanked DHPS/DSC for creating time and chairing the meeting and for continuously guiding members on matters of Policy formulation and implementation.

7.2 Action Plan

The C/PD&CB gave a brief that a report was produced on a range of factors/conditions, best practices, lessons learnt,

and recommendations for action. That as a good practice, the range of actions had to be prioritized to remain with a few for better impact. A draft action plan had been developed to form the basis for discussion during the meeting. Thereafter, the C/PD&CB made a presentation on the draft action plan as follows:

Action 1: Address the conservative way of handling Cabinet Extracts where Cabinet Decisions were classified SECRET/ misconception that Cabinet Decisions were SECRET so that there is effective implementation and relevance to contribute to transformation of the lives of citizens.

C/PD&CB indicated that the decisions were labeled “Secret” something that could hinder their implementation. That some Permanent Secretaries were not forwarding the decisions to Policy Analysts Cadre in their Ministries for follow up on implementation.

Reactions by Members

The following were the reactions:

- i. That there was need to categorize/classify all Cabinet Decisions that came out of Cabinet, and that the classification would include strategic policy decisions and operational administrative decisions.
- ii. That there was need for Permanent Secretaries to present Cabinet Decisions to Senior and Top Management

meetings so that they can be understood and implemented.

- iii. That there was need to review the entire Manual on Security Instruction of 1964 by Ministry of Internal Affairs in order to address the issue of Cabinet Decisions being considered secret and that Ministry of Public Service would also be brought on board since they were responsible for Records Management.

Agreed Position

The following were the agreed upon actions

- i. Communicate to Permanent Secretaries to share Cabinet Decisions with all stakeholders within their respective Ministries for effective implementation to serve the public interest. **(Action by DHPS & DSC).**
- ii. Discuss the matter of submitting Cabinet Decisions to Heads of Departments and Policy Analysis Units/ Divisions/ Departments for effective implementation during the Permanent Secretaries retreat scheduled for 28th and 29th November 2019 and give feedback to members. **(Action by DHPS & DSC).**
- iii. Carryout Stakeholders consultations with Ministry of Internal Affairs, Ministry of Public Service, Office of the President, Cabinet Secretariat, Local Governments and Ministry of Information, Science and Technology on harmonization and re-classification of Secret documents. **(Action by DHPS&DSC).**

- iv. Categorize/ classify all Cabinet Decisions that came out of Cabinet and disseminate all those that are not secret to relevant stakeholders for effective implementation. **(Action by DHPS & DSC).**
- v. Draw the issue of all Cabinet Decisions being considered secret, to the attention of the Inter-Ministerial Committee reviewing the Government Standing Orders to consider re-classifying those that are not supposed to be secret for their effective implementation by various stakeholders. **(Action by DHPS & DSC – Write to Permanent Secretary MoPS).**
- vi. Disseminate to various stakeholders all Cabinet Decisions that are re-classified as not secret including placing on the Office of the President and Cabinet Secretariat websites. **(Action by DHPS & DSC).**

Action 2: Enhance stakeholders’ teamwork, coordination, buy-in, support and involvement in effective implementation; and monitoring and evaluation of implementation of Cabinet Decisions.

C/PD & CB indicated that there was a lot of working in silos due to mandate and perceived special/ unique status mentality constraining effective monitoring and evaluation of implementation of Cabinet Decisions that needed to be addressed through enhanced structured and systematic stakeholders engagements, partnerships, cooperation and coordination.

Reactions by Members

Reactions by members were:

- i. That there was need for Cabinet Secretariat to conduct joint field monitoring and evaluation of implementation of Cabinet Decisions with respective Ministries, Departments or Agencies on given Cabinet Decisions.
- ii. There was need to develop guidelines for collaborative field monitoring and evaluation of implementation of Cabinet Decisions including joint analysis, planning, budgeting and reporting.

Agreed Position

Members agreed as follows:

- i. Develop, pilot and roll out use of guidelines for collaborative field monitoring and evaluation of implementation of Cabinet Decisions including joint analysis, planning, budgeting and reporting. (**Action by C/PD&CB – Develop guideline**).

Action 3: Develop online system for Cabinet Memos and Cabinet Decisions for timely dispatch, effective communication, tracking/ monitoring, evaluation, reporting and feedback among stakeholders.

C/PD&CB stated that Cabinet Secretariat in partnership with National Information Technology Authority Uganda (NITA-U) was in the process of developing an online

system for Cabinet Memos and Cabinet Decisions for timely dispatch, effective communication, tracking/ monitoring, evaluation, reporting and feedback.

Reactions by Members

The following reactions were made:

- i. That there was need to make a written follow up with NITA-U to fast track establishment of the online system for Cabinet Memos and Cabinet Decisions for timely dispatch, effective communication, tracking/ monitoring, evaluation, reporting and feedback.
- ii. That there was need to prioritize filling of vacant posts in the Information and Communications Unit of Office of the President.

Agreed Position

Members agreed as follows:

- i. Write a follow up letter to NITA-U to fast track establishment of the online system for Cabinet Memos and Cabinet Decisions for timely dispatch, effective communication, tracking/ monitoring, evaluation, reporting and feedback. **(Action by DHPS & DSC).**
- ii. Benchmark to identify best practices and lessons from the entities that were already using the online system for timely dispatch, effective communication, tracking/ monitoring, evaluation, reporting and feedback; and give feedback to members. **(Action by SA).**

iii. Fill vacancies in the Information and Communications Unit of Office of the President. (**Action by AC/HRM**).

Action 4: Develop quality assurance checklists and standards on status of implementation of Cabinet Decisions.

C/PD&CB informed members that there were no quality assurance checklists and standards on status of implementation of Cabinet Decisions and that their development would require engagement with various stakeholders for inclusiveness and ownership.

Reactions by Members

Members made the following reactions:

- i. That there was urgent need to develop a quality assurance checklist and standards for monitoring and evaluation of implementation of Cabinet decisions.
- ii. That the developed quality assurance checklists and standards would be customized based on the needs.

Agreed Position

Members agreed as follows:

- i. Develop a quality assurance checklists and standards for monitoring and evaluation of implementation of Cabinet decisions and ensure their customization based on the needs. (**Action by C/PD&CB**).

Action 5: DHPS&DSC to issue a circular/letter on Policy Development and Management function and procedures to be followed by MDAs.

C/PD&CB indicated that there were continuous requests from MDAs for clear guidance on the policy development and management function in the Uganda Public Service.

Agreed Position

Members agreed as follows:

- i. Issue a circular/letter on Policy Development and Management function and procedures to be followed by MDAs after addressing actions 1 to 4 above. (**Action by DHPS&DSC**).

Action 6: Improve capacity of Policy Analyst Cadre in monitoring and evaluating implementation of Cabinet Decisions.

C/PD&CB indicated that the capacity of Policy Analyst Cadre in monitoring and evaluation of implementation of Cabinet decisions was inadequate and required urgent enhancement to realize the intended benefits from the monitoring and evaluation.

Reactions by Members

Members made the following reactions:

- i. That there was need for the Department of Policy Development and Capacity Building to carry out a

- capacity needs assessment to identify the gaps for capacity building in monitoring and evaluation.
- ii. That there was need for the Department of Policy Development and Capacity Building to identify the best ways of carrying out capacity building of Policy Analysts Cadre, for example job shadowing, mentoring, benchmarking visits, attachments, training (local and abroad) and rotational postings.
 - iii. That there was need to phase the training of the Policy Analyst Cadre in order to allow better understanding and practicing of the acquired knowledge and skills for better impact.
 - iv. That there was need to build capacities of Technical Officers including their Heads of Departments in policy development since they initiate policies.
 - v. That Policy Analyst Cadre needed to be nurtured in evidence based contemporary policy issues and best practices to be grounded in the area of public policy.
 - vi. That there was need for the Policy Analyst Cadre to embrace a reading culture to better understand issues, be well informed, enhance analytical and writing skills and raise self-esteem and confidence.

Agreed Position

Members agreed on the following:

- i. Carry out a capacity needs assessment to identify the gaps for capacity building in monitoring and evaluation. **(Action by C/PD&CB).**
- ii. Identify the best ways of carrying out capacity building of Policy Analysts Cadre, for example job shadowing, mentoring, benchmarking visits, attachments, training (local and abroad) and rotational postings. **(Action by C/PD&CB).**
- iii. Phase the training of the Policy Analyst Cadre in order to allow better understanding and practicing of the acquired knowledge and skills for better impact. **(Action by C/PD&CB).**
- iv. Build capacities of Technical Officers including their Heads of Departments in policy development since they initiate policies. **(Action by C/PD&CB).**
- v. Nurture Policy Analyst Cadre in evidence based contemporary policy issues and best practices to be grounded in the area of public policy. **(Action by C/PD&CB).**
- vi. Encourage Policy Analyst Cadre to embrace a reading culture to better understand issues, be well informed, enhance analytical and writing skills and raise self-esteem and confidence. **(Action by C/PD&CB).**

Action 7: Rationalize Structures of Policy Analysis Departments/Divisions/Units in Ministries and Departments taking into account the size of the Institution and drawing lessons from the Human Resources Management and Finance and Planning Cadres.

C/PD&CB explained that the structures of Policy Analysis Departments/Divisions/Units in Ministries and Departments were abnormal in that some big entities, for example Ministry of Water and Environment had smaller establishment of only a Principal Policy Analyst and Senior Policy Analyst, while some small entities had big establishments, for example Education Service Commission which also had a Principal Policy Analyst and Senior Policy Analyst; and that some institutions did not have any establishment at all; for example Ministry of Finance Planning and Economic Development.

Reactions by Members

- i. That there was need for the Human Resource and Management Unit of the Office of the President to work with the Department of Policy Development and Capacity Building to look into the issues of Policy Analysis structures in the MDAs and report to DHPS & DSC for guidance
- ii. That there was need to develop a mechanism for rotation of the Policy Analyst Cadre to balance capacities across MDAs as some institutions may have enhanced capacities and yet others lack capacity.

Agreed position

Members agreed on the following:

- i. Look into the issues of Policy Analysis structures in the MDAs and report to DHPS & DSC for guidance. **(Action by C/PD & CB & AC/HRM).**
- ii. Develop a mechanism for rotation of the Policy Analyst Cadre to balance capacities across MDAs as some institutions may have enhanced capacities and yet others lack. **(Action by C/PD & CB).**

8.0 GENERAL DISCUSSION

A general discussion generated the following:

- i. That if working in silos due to mandate and perceived special/unique status mentality, was dismantled; public service delivery would improve tremendously.
- ii. That effective utilization of Policy Analyst Cadre in Ministries and Departments would lead to improved application of Regulatory Best Practices/ Regulatory Impact Assessment in policy, law and regulation making.
- iii. That current training on Regulatory Best Practices/ Regulatory Impact Assessment in Ministries, Departments and Agencies were demand driven.
- iv. That there was need to encourage Permanent Secretaries to promote structured and systematic evidence based policy development.
- v. That there was need to widely disseminate in newspapers and Government websites Cabinet

Decisions that were not secret for their effective implementation for better impact in public interest.

- vi. That there was need to sensitize officials in Ministries, Departments and Agencies on how to handle Cabinet Decisions that were secret and those that were not secret.
- vii. That there was need to have joint monitoring and evaluation of implementation of Cabinet Decisions spearheaded by the Office of the President to promote partnership, collaboration, coordination and synergies among Ministries, Departments and Agencies due to the cross cutting nature of public interests that are to be addressed.
- viii. That there was need for structured, systematic, phased and multi-disciplinary capacity building of Technical Officers including their Heads in Ministries, Departments and Agencies on matters of public policy due to the multi-dimensional nature of public interests.

9.0 CONCLUSION

The draft Action Plan was considered and improved on, using the information generated from the presentation and reactions by members and agreed position. The final Action Plan was then adopted for implementation of the prioritized areas, to contribute towards effective monitoring and evaluation of implementation of Cabinet Decisions for better impact. The final Action Plan is **Annex 1**.

10.0 CLOSING REMARKS

The DHPS & DSC thanked members for their valuable contributions that resulted into the final Action Plan and agreed positions. She indicated that all stakeholders needed to take the area of monitoring and evaluation of implementation of Cabinet Decisions seriously to enable Ministries focus on outcomes and impacts in meeting the needs of the citizens. She appreciated the initiative of the Department of Policy Development and Capacity Building for mindset change towards focus on greater impact out of Cabinet Decisions. She urged all stakeholders to implement the final Action Plan and pledged her total support for the implementation. Thereafter, she closed the meeting at 12:15pm.

ANNEX 1: ACTION MATRIX

S/N	Action	Activities	Required Resources	Outcome/ Result	Outcome/Result Performance Indicator/Means of Verification	Responsible Champion
1.	Address the conservative way of handling Cabinet Extracts where Cabinet Decisions were being considered SECRET/ misconception that Cabinet Decisions were SECRET so that there is effective implementation and relevance to contribute to transformation of the lives of citizens	-Meetings - Benchmarking	-Venue -Stationery - Refreshments -Resource person	-Increased awareness and implementation of Cabinet Decisions.	-Number of Cabinet Decisions implemented.	DHPS&DSC
2.	Enhance stakeholders' teamwork, coordination, buy-in, support and involvement in effective implementation; and monitoring and evaluation of implementation of Cabinet Decisions	-Meetings -Workshops -Sharing documents with relevant information. -Field monitoring of Cabinet Decisions.	-Venue -Stationery - Refreshments -Resource person	-Improved implementation of Cabinet Decisions.	-Timely implementation of Cabinet Decisions.	DHPS&DSC C/PD&CB

3.	Develop online system for timely despatch, effective communication, tracking/monitoring, evaluation, reporting and feedback among stakeholders.	-Meetings - Benchmarking	-Venue -Stationery - Refreshments -Resource person	-Improved implementation of Cabinet Decisions.	-Timely implementation of Cabinet Decisions.	DHPS&DSC AC/HRM SA
4.	Develop quality assurance checklists and standards on status of implementation of Cabinet Decisions.	-Meetings - Benchmarking	-Venue -Stationery - Refreshments -Resource person	-Improved implementation of Cabinet Decisions.	-Timely implementation of Cabinet Decisions.	C/PD&CB
5.	DHPS&DSC to issue a circular/letter on Policy Development and Management function and procedures to be followed by MDAs.	- Benchmarking	-Venue -Stationery - Refreshments -Resource person	-Improved implementation of Cabinet Decisions.	-Timely implementation of Cabinet Decisions.	DHPS&DSC
6.	Improve capacity of Policy Analyst Cadre in monitoring and evaluating Cabinet decisions.	-Workshops - Benchmarking	-Venue -Stationery - Refreshments -Resource person	-Improved implementation of Cabinet Decisions.	-Number of Policy Analyst Cadre trained per year -Timely implementation of Cabinet Decisions.	C/PD&CB
7.	Rationalise Structures of	-Meetings	-Venue	-Improved	-Cabinet	C/PD&CB

	Policy Analysis Departments/Divisions/Units in Ministries and Departments taking into account the size of the Institution and drawing lessons from the Human Resources Management and Finance and Planning Cadres.	- Benchmarking	-Stationery - Refreshments -Resource person	implementation of Cabinet Decisions.	Decisions effectively implemented	AC/HRM
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ANNEX 2: LIST OF PARTICIPANTS

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