



Development Projects under the Education Sector: How are they performing?

Overview

Over the second National Development Plan (NDP II) period, the Education Sector’s targets are: to increase the completion rate of Primary 7 from 70.3% in 2012/13 to 85% in 2019/20; the transition rate to secondary from 73% in 2013/14 to 83% in 2019/20; and net secondary completion rate from about 36% in 2012/13 to 50% in 2019/20. The focus has been on massive skills training programmes and increased participation in tertiary and higher education.

In order to achieve this, the sector has undertaken a number of development interventions. The current Public Investment Plan (PIP) sets out the planned investment decisions that the Government of Uganda (GoU) plans to realize over the medium term (Financial Year (FY) 2017/18 – 2019/20). It also provides an overview of the profiles.

This policy brief analyses the current development interventions for the PIP period using primary and secondary data collected by the Budget Monitoring and Accountability Unit (BMAU) to assess which projects, are either achieving or not the planned development targets.

Introduction

There are currently 46 development projects under the Education Sector. Eleven of these are donor funded, while the rest are financed by GoU. There are 24 projects under Vote 013 - Ministry of Education and Sports (MoES), 11 projects under public universities, while 11 are retooling projects for the different Votes.

Over the medium term, the development budget has increased from Ug shs 184.69 billion (bn) in FY 2015/16 to Ug shs 239.931bn in FY2018/19. The proportion of the budget that goes to development projects also increased from 9.1% in FY 2015/16, to 9.8% in FY 2018/19. The rest of the budget covers wage and non-wage expenses. This means that Government has also committed more funds to

Key Findings

1. Funding for development projects has increased from 9.1% in FY 2015/16 to 9.8% in 2018/19.
2. Overall 19 projects (45.2%) have good performance, 11 projects (26.1%) mixed performance, while 12 projects (28.5%) are performing poorly.
3. Two projects under MoES, lack clear targets of what is to be achieved.
4. A number of GoU funded projects come to the end of their life cycle before they realize full funding. This is largely due to budget cuts and inadequate allocations.

meet the increasing demand for infrastructure at all levels. Refer to table 1.

Table 1: Development Budget Performance FYs 2015/16 to 2018/19

Financial Year	Approved Budget (GoU)(bn)	Released by end of June 2018 (bn)	Release Performance (%)	Percentage of overall budget
2018/19	239.931	100	100	9.8
2017/18	160.61	150.92	93.97	7.6
2016/17	189.89	133.67	70	7.8
2015/16	184.69	175.11	94.8	9.1

Source: Education and Sports Sector Annual Performance reports (ESSAPR), and IFMS FY 2015/16 to 2018/19

Project Performance: This policy brief analyses performance of 42 (91.3%) of the 46 projects.

a) Good performance

- *The Uganda Teacher and School Effectiveness Project (UTSEP) 7/1/2014 – 6/30/2019* performed well. This World Bank (WB) funded project is on schedule and achieved the targets for project period. The first batch of 54 primary schools were commissioned, and the



second batch of 84 schools is ready for commissioning.

- The African Development Bank (ADB) funded *Higher Education Science and Technology (HEST) project 7/1/2013 – 6/30/2018* achieved the targets. All civil works in the six public universities and Uganda Management Institute (UMI) were completed.

- *Support to Implementation of Skilling Uganda (BTC), 7/1/2015 – 6/30/2020* is performing well. While this project delayed due to procurement delays and designs reviews, by December 2018, the overall physical progress stood at 38%. Civil works had commenced at the Uganda Technical College Kyema (Masindi), Kasese Youth Polytechnic (Kasese), St. Josephs Virika Vocational Training Institute (VTI) in Fort Portal, St. Simon Peter VTI, and Millennium Business School (Hoima)

- *Improvement of Muni and Kaliro National Teachers' Colleges (NTC), 7/1/2017 – 6/30/2020* and *Improvement of Secondary Teachers Education Kabale and Mubende NTCs 7/1/2017-6/30/2020* are performing well. Renovation and new works at both NTCs started in November 2018. Overall physical progress was 19% and disbursement rate at the end of 2018 was at 18% for both Muni and Kaliro NTCs. Works were ongoing at Kabale and Mubende that registered slower progress.

- *Development of Primary Teachers' Colleges (PTC) Phase II, 7/1/2015 – 6/30/2019*. The project set out to rehabilitate and conduct extension works in 27 PTCs. The first batch of 11 PTCs was completed and handed over in FY 2017/18. The second batch of seven PTCs is at 80% progress. Works on the last batch of 10 PTC for asbestos removal is starting soon.

- *The Technical Vocation Education and Training (TVET-LEAD) 7/1/2016 – 6/30/2020*, has achieved 75% of project targets. The four programme outputs are in place i.e diploma course in Motor Electronics established and students enrolled; programme in Mechatronics established and equipment delivered; management capacity

supported, and a Public Private Partnership established based on the needs of the labour market. The development of the curriculum for the programmes was supported, and lastly the capacity of Nakawa Vocational Technical Institute to support other Business, Technical, Vocational and Educational Training (BTJET) institutions was achieved. A total of over 100 instructors have trained for other BTJET institutions. Also the Japan International Cooperation Agency (JICA) constructed the Motor Vehicle workshop, while GoU through counterpart funding provided furniture and funds for external works and road extension.

- *The National High Altitude Training Centre (NHATC) 7/1/2015 – 6/30/2020*, is doing fairly well. The overall progress is above 70%. The hostel is tending towards completion. Commendable progress has been achieved on the artificial turf, however works were slowed down due to delays in payments by the client.

- *Retooling Projects*: There are 11 retooling projects covering the period 7/1/2017 – 6/30/2022 for the following respective votes; National Curriculum Development Centre, MoES, Education Service Commission, Uganda National Examination Board and seven public universities. The objective was to enable votes acquire fixed assets needed to support staff in executing the delivery of services under the mandate of their Votes. Performance of the retooling projects was fairly good. These entities are procuring their required equipment (ICT, furniture, laboratory equipment etc) depending on funds released to them.

b) Mixed performance

Infrastructure development projects in public universities: While in some universities infrastructure projects were completed, in others they were ongoing, while in a few they had issues. For instance, at Makerere University Business School (MUBS), the bursar's office block was completed, at Soroti University civil works were completed for the Administration block, Multi-purpose block, teaching block, and Laboratory



block; and in Lira University, the teaching hospital complex was completed. In Busitema University civil works were ongoing at the university's campuses of Nagongera, Pallisa and Mbale. On the other hand, in Kabale University the scope for renovation works to remove asbestos from old buildings had to be reduced during execution due to inadequate funds.

The small annual allocations to development projects in public universities affects achievement of efficiency in implementation. In many instances, construction of one lecture block is phased for about five years and funds released in piecemeal. A case in point is the total project value for Busitema University Infrastructure Development was Ug shs 19.100bn (7/1/2008 – 6/30/2018). By FY 2017/18, the project had only realized Ug shs 11.692bn after almost 10 years of implementation. In addition, the proposed expansion of Mbarara University of Science and Technology (MUST) at Kihumuro campus is planned for 10 years at an estimated Ug shs 188.5687bn. However, given the limited resources of about Ug shs 3.799bn from GoU, the project development will take much longer (50 years) to completion.

c) Non-performing/underperforming projects

- The GoU funded *Emergency Construction of Primary Schools Phase II*, 7/1/2015 – 6/30/2020, performed poorly. The project does not have clear targets. It is difficult to know how the annualized targets contribute to the summative project targets. Over the previous three years, the project did not achieve any of its annual targets. Funds are always disbursed late to beneficiary schools and implementation often rolls over into subsequent FYs.
- *Development of Secondary Education (0897)*, 7/1/2005 – 6/30/2018. This project did not have clear targets, and a review of the annual plans shows that none of the annual planned targets were achieved over the PIP period. This was because of implementing activities outside the approved work plans, while there were low releases for planned activities. For instance, during FY 2017/18 funds

for procuring ICT equipment were diverted and used to procure an Internet switch for the Legacy Building, and other funds were used to connect the generator at Embassy House. The project ended without achieving the planned development targets.

- *Development of Uganda Petroleum Institute Kigumba (UPIK)* project, 7/1/2015-6/30/2020 is behind schedule and a number of planned activities have not been implemented due to inadequate funds. These include: construction of the female dormitory, two lecture halls, a library, an information center and a health center.
- *The African Centres of Excellence II*, 7/1/2017 – 6/30/2020, is performing poorly as a number of activities have not been implemented 17 months after project start. The project has only received one disbursement of USD 1 million to the 4 centres, and verification activities that are supposed to trigger subsequent disbursements have not been conducted.
- *John Kale Institute of Science and Technology (JKIST)*, 7/1/2015 – 6/30/2019, is performing poorly. The project has lost 36 months of implementation since becoming effective because it was not ready to start. For instance, land had not been secured from Kisoro District Local Government.

Five projects under the Skills Development programme are underperforming due to a number of reasons including: inadequate annual budgetary allocations leading to projects stalling due to non-payment of certificates, and poor planning. On the other hand, donor funded projects are affected by delays in counterpart funding and procurement, design reviews and changes in scope, and complicated disbursement modalities

The GoU funded Development of BVET (0942), 7/1/2015 – 6/30/2020, is performing poorly. The project lacks clear targets. It is difficult to know how the annualized targets contribute to overall project targets. A number of sites keep on stalling (e.g. Bamunanika Technical Institute (T/I), Epel T/I, Kiruhura T/I, Uganda College of Commerce (UCC) Aduku, UCC Bushenyi etc) and have a



number of unpaid outstanding certificates due to inadequate annual financial allocations. The project is not effectively utilizing available meagre resources as too many institutions are taken on and none completed in time.

The donor funded *Albertine Region Sustainable Development Project 7/1/2014 – 6/30/2019* is soon expiring yet implementation of project activities has not started. A number of planned activities to be undertaken at the three locations of UPIK, Uganda Technical College (UTC) Kichwamba and construction of a new TI in Nwoya had not taken off due to the long procurement process to get international twinning institutions that took almost 2 years. The project is also not absorbing funds.

The WB funded *Skills Development Project, 7/1/2015 – 6/30/2020* is also performing poorly. This project is left with one year to end yet very little has been done. The project has absorption issues and is behind schedule. Civil works had not commenced for all the four sites (UTC Elgon, UTC Bushenyi, UTC Lira and Bukalasa Agricultural College) due to delays in getting the twinning institutions and finalizing the curriculum.

Under the OPEC Fund for International Development (OFID) funded *Vocational Project Phase II 7/1/2017 – 6/30/2020*, construction of additional facilities that were omitted under Phase I at the nine OFID I sites (Amuria, Hoima, Kamuli, Lwengo, Mukono, Nakasongola, Namutumba, Pader and Yumbe) delayed to start due to changes in scope that delayed procurement processes.

The IDB III funded *Technical Vocational Education Training II 7/1/2017 – 6/30/2020* at the 10 institutions (Kisoro, Rwentanga, Kigumba Co-operative, Kisubi, Kitovu, Kakira, Kasodo, Kaberamaido and Pacer) also delayed due to changes in scope and approval by Parliament.

Akii Bua Olympic Stadium 7/1/2015 – 6/30/2020 is far behind schedule. Only the temporary facilities were completed at the site. Civil works for construction of the main stadium to international standards had not started one year to project closure.

Development and Improvement of Special Needs Education (SNE), 7/1/2014 – 6/30/2019 under Special Needs Education programme is behind schedule and was slowed down by inadequate releases.

Conclusion

Overall, 19 projects (45.2%) have good performance, 11(26.1%) mixed performance, while 12 (28.5%) are performing poorly. In order to achieve sector targets over the NDP II period, the sector has to address the project specific challenges affecting performance. It is critical to efficiently use resources to increase the well needed education infrastructure at all levels.

Recommendations

1. In order to improve efficiency in allocation and use of resources, the MoES through their sector working group should prioritize, phase and differ projects according to their contribution to sector objectives.
2. The Development Committee in the Ministry of Finance, Planning and Economic Development should enforce the readiness requirements for project approval.
3. The Development Committee and MoES should annually review performance of all projects and differ the non-performers.
4. The MoES should annually re-prioritize the GoU funded projects and handle a specific number to completion.

References

- Ministry of Finance, Planning and Economic Development, “Semi-Annual Budget Monitoring Report FY 2018/19, and “Annual Budget Monitoring Report FY 2017/18
- Ministry of Finance, Planning and Economic Development, PIP 2018/19-2020/2021

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