



POLICE OFFICERS TRAINING OF TRAINERS WORKSHOP

EVALUATION OF POLICIES, PROJECTS and PROGRAMMES
WITH SPECIAL EMPHASIS ON ELECTIONS.

Presented by

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1.0 INTRODUCTION

Every organisation, big or small, is established for a purpose. It, therefore, must have goals and/or objectives to accomplish. The fulfilment/attainment of these goals and/or objectives tells us the success or failure of such an organisation.

As already mentioned in earlier presentations, the Electoral Commission was established under Article 60 of the 1995 Constitution of the Republic of Uganda. It is mandated under Article 61 of the same Constitution to organize, conduct and supervise regular, free and fair elections and referenda. This is the mandate operationalised through the Electoral Commission Act (1997) as amended and various other electoral laws that are passed by parliament from time to time.

The Uganda Police Force was established under Article 211 of the 1995 Constitution and its duties and functions spelt under Article 212 of the same Constitution and include the following.

- To protect life and property
- To preserve law and order
- To detect and prevent crime

The Police Force is committed to respecting the Constitution, co-operate with the civilian population and to promote fundamental human rights and national objectives.

The significance of elections stems from the fact that it is through the electoral process that the population elects their representatives and leaders. This ensures political stability, a prerequisite for economic growth and development.

Thus the Electoral Commission and the Uganda Police Force have a convergence of

objectives as far as ensuring stability stemming from the Constitution. The Uganda Police Force, whose members are also Ugandans, has the added responsibility as citizens of Uganda.

2.0 EVALUATION

Evaluation is an element in strategic planning that involves systematic, objective and comprehensive appraisal of a policy, project or programme as to its operational efficiency technically, financially and managerially. It involves a probe into the operations or implementation of the activities to determine the achievements/successes and the weaknesses/ failures in order to find ways and means of overcoming these limitations. Hence evaluation refers to procedures of fact-finding in order to move planning upwards in realizing the goals/objectives of the mission/mandate of an organisation. Remember we noticed earlier that there is a confluence of mandates of the Electoral Commission and the Uganda Police Force.

2.1 Stages of Evaluation

Evaluation is a process that involves 4 principle stages:

- i) To review the situation before the project, policy or programme has actually started i.e what is the situation before commencement of activities to achieve certain goals and objectives.
- ii) To make appraisal/assessment when the project, programme or policy is in operation in order to find out much has been accomplished and what remains to be done to meet the goals/objectives for the establishment.
- iii) To recommend ways and means of improving operations and to plug loop

holes, if any, e.g what led to the success or failure during the immediate past operations? What was done/not done properly and should be corrected during subsequent operations?

- iv) To evaluate the aims, goals or objectives achieved after completion of the full operation.

2.1 Methods of Evaluation

Currently, methods of evaluation are being tailored towards what one is interested in, but the following are the most common and effective methods.

- a) SWOT Analysis: This method takes the form of analysing the **S**trengths against the **W**eakness of an organisation and the **O**pportunities available against the **T**hreats facing an organisation. The former are internal conditions within the organisation while the later are from the external environment. Examples of the may include manpower and facilities available while for the later enabling laws and funding are issues of concern. Does the Electoral Commission and the Uganda Police Force have the required, trained manpower to effectively man 17,000 polling stations countrywide and also manage the electoral process? Do they have adequate and timely financing for this task? If the answer to these questions is in the negative, how can both organisations utilise the available human and financial resources to deliver regular, free and fair elections. On the hand, can enabling laws be passed in time and quite clearly that they can enable the 2 organisations to perform excellently? The purpose of this analysis is to use the organisation' s strengths to mitigate the weakness while using the available opportunities to minimise the threats. Since we are all here, we hope to get ideas on how both our organisations can use their strengths

to mitigate the perceived weaknesses, opportunities to minimise threats that are so vivid to all of us both in and as a result of the electoral process.

- b) Cost-Benefit Analysis: This is another popular method of evaluation in appraising national policies, projects or programmes. It helps authorities in making correct decisions to achieve optimum allocation of scarce resources by maximising the difference between the present value of benefits and costs. Projects, policies or programmes are evaluated on the basis of benefits accruing there from. Benefits may be real or nominal and direct or indirect. While real benefits are tangible and measurable, direct benefits are those that accrue immediately and directly from implementation of the policy, project or programme. For our purposes, elections have the direct benefit of democratically elected and accountable leadership leading to political stability with the attendant reduction in crime. Real benefits include, among others the pay check we all take home!

As there are various forms of benefits, there are various forms of costs that include programme costs, associated costs, real or nominal costs, primary or direct costs and secondary or indirect costs. The most vivid cost here is the cost of disputed leadership that often takes the form of civil strife with the resultant loss of human life. It is an indirect cost that we all have to take into consideration when evaluating our work.

Finally, in evaluation, we compute and compare total direct benefits to the total direct costs. If it is found that the benefits out way the costs, then it is beneficial to undertake the project, policy or programme, otherwise it should be abandoned.

3.0 CONCLUSION

As we approach the peak of the lection cycle 2005/2006, each of our organisations, the Electoral Commission and the Uganda Police Force has to look the past performance and identify what was done and what was not done properly and what has to be done to ensure the conduct and supervision of free and fair elections. Ours are services that may be difficult to quantify in monetary terms but can be evaluated in terms of benefits accruing.

We are all stakeholders in the electoral process and our success is that of the nation. Elections and politics go hand in glove, both requiring a secure environment in order to blossom. An honest evaluation of our activities will enable us to identify and address our weaknesses enabling us to improve our performance.

I THANK YOU AND GOD BLESS YOU

Voter Registration Dept.

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