

TECHNICAL & FINANCIAL FILE (TFF)

**D4D PROGRAMME: LEVERAGING THE
IMPACT OF THE BELGIAN COOPERATION
THROUGH DIGITALISATION**

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TABLE OF CONTENTS

Acronyms and abbreviations	3
Executive summary	4
1. Context.....	5
1.1 Policy level.....	5
1.2 Legal framework	7
1.3 Lessons Learned	8
2. Strategic orientations of the intervention	11
2.1 Vision.....	11
2.2 Approach.....	11
2.3 SDG framework outputs	12
3. Operational planning	13
3.1 Geographic scope.....	13
3.2 Targeted organisations	13
3.3 Targeted sectors	13
3.4 Instruments.....	16
3.5 Sourcing	18
3.6 Selection process	19
3.7 Governance.....	20
4. Intervention framework.....	23
4.1 General and Specific Objectives.....	23
4.2 Expected results of the D4D programme.....	23
4.3 Activities to be implemented.....	23
4.4 Risk analysis	29
5. Resources.....	31
5.1 Budget.....	31
5.2 Human Resources	32
6. Execution modalities.....	34
6.1 Timeline.....	34
6.2 Monitoring and evaluation	34
6.3 Procurement	37
6.4 Framework cooperation agreements	37
6.5 Audit of the D4D Programme	37
6.6 TFF modifications.....	38
7. Annexes.....	39
7.1 Detailed Budget	39
7.2 Enabel 14 partner countries	41
7.3 BIO current scope of countries (subject to update)	41
7.4 Intervention Manager.....	42
7.5 Administrative assistant (50%)	47
7.6 D4D Financial Officer (50%)	50
7.7 Field Grant Financial Controller – Terms of Reference.....	52

ACRONYMS AND ABBREVIATIONS

AAAA+Q	Availability, Accessibility, Affordability, Acceptability and Quality
BIO	Belgian Investment Company for Developing Countries
CFA	Cooperation Framework Agreement
CfP	Call for Proposals
D4D	Digital for Development
DAC	Development Assistance Committee
DFI	Development Finance Institution
DGD	Directorate General for Development Cooperation and Humanitarian Aid
EST	Sector & Thematic Expertise (Department of Enabel)
EU	European Union
FTE	Full-Time Equivalent
GDP	Gross Domestic Product
GSMA	GSM Association
HRBA	Human Rights Based Approach
ICT	Information & Communication Technology
IM	Intervention Manager
IU	Intervention Unit
KPI	Key Performance Indicator
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersexual
MoU	Memorandum of Understanding
NAP	National Action Plan
PSD	Private Sector Development
SC	Steering Committee
SCA	Specific Cooperation Agreement
SDG	Sustainable Development Goal
TFF	Technical and Financial File
ToR	Terms of Reference

EXECUTIVE SUMMARY

In line with the 2030 Agenda of the Sustainable Development Goals that have been defined by the United Nations, and with the Belgian Development Cooperation's Strategic Policy on 'Digital for Development', the D4D programme aims to support and to enhance the digitalisation to accelerate the sustainable development, increase prosperity, reduce inequalities and to empower people and businesses of developing and emerging countries.

The general objective is **to contribute to the SDGs through digitalisation**.

The specific objective is **to increase use and access to digital solutions offering better living conditions in developing and emerging countries**.

The intervention is presented as a Belgian Cooperation Initiative, where BIO and Enabel will fund D4D projects and act as a partnership broker for these projects. The two public institutions will collaborate during the implementation by bringing their respective strengths in managing the different financing instruments: **grants, loans and equities**.

Its main dimensions are:

- **Create a unique window and therefore provide a new impulse to the action of the Belgian Cooperation in digitalisation and private sector development:** through a common window, beneficiaries will gain access to financing (grants, loans and equities) for their D4D projects;
- **Putting people first & do no harm:** supported projects will respect these principles and their inclusive dimension will be monitored;
- **Human Rights Based Approach:** when applicable, the intervention will support projects that work towards strengthening the capacities of rights-holders to make their claims, and of duty-bearers to meet their obligations;
- **Support scaling-up, replicability and/or innovations:** the intervention will focus, both in the public and the private sectors, on (a) projects that will scale-up existing digital solutions so that these are rolled-out at larger scale and become more available, affordable and performing; on (b) projects that will replicate proven digital solutions in other contexts (sectors, geographic,...); and on (c) projects that will develop innovative digital solutions exploring new ways to solve development challenges;
- **Creation and strengthening of partnerships:** on the field, the intervention will act as a partnership broker for received projects, by connecting funded projects between each other and with external service providers. In addition, the intervention will look for synergies and complementarities across D4D partners and initiatives.
- **External funding:** the D4D programme will actively promote its activities to attract additional funding resources. The intervention will position itself as a reliable Fund manager.

The Intervention Unit will be building on strong relays in the field offices. It will target projects being implemented in the scope of action of Enabel and BIO. The primary focus of the intervention will be on the African continent.

1 CONTEXT

1.1 Policy level

Digital technologies have spread rapidly in much of the world. In 2016 the mobile internet surpassed the desktop in developed countries. In developing and emerging countries we don't even speak of the 'mobile first' approach anymore, but of the 'mobile only' approach. The International Telecoms Union calculated that 830 million young people, representing more than 80% of the youth population in 104 countries are online.

Entrepreneurs across Africa are harnessing digital technology to develop new ways of tackling social and economic challenges. From the rise of Silicon Savannah to the launch of M-PESA, the continent has a burgeoning tech sector that is an important driver for development.

The digital revolution brings solutions for socio-economic development and contributes to inclusive growth. It can:

- create “digital” and “mobile” solutions reducing the need for (new) expensive physical infrastructures (schools, training centres, incubators, banks...);
- democratise and increase access to products and services becoming more affordable;
- create opportunities for lower-income segments to generate wealth and well-being;
- be a strong enabler to achieve the overarching priorities of the Belgian development cooperation, which are sustainable inclusive economic growth, human rights and the promotion of gender equality.

The potential of going digital is massive. The World Bank's World Development Report 2016¹ focuses entirely on digital dividends, the benefits generated by digitalization. While the data revolution and digital transformation is moving in an ever increasing pace, it is also unequally distributed. For digital technologies to benefit everyone & everywhere, in terms of inclusion, equality and non-discrimination, requires closing the remaining digital divide, especially in internet access. To be able to fully reap these digital dividends, a strong and bold Digital for Development (hereafter “D4D”) strategy is needed.

In September 2016, the Belgian Development Cooperation presented the Strategic Policy on ‘Digital for Development’. In order to realize the 17 Sustainable Development Goals following the 2030 Agenda as set by the United Nations, tapping into new technologies is key and digitalization will play an important role. **The Belgian D4D policy does not consider digitalization as a goal in itself, but as a crosscutting enabler to achieve better results for more people.** This implies that the D4D Programme's focus will be on D4D initiatives and companies whose final objective is to contribute to the achievement of Sustainable Development Goals (hereafter “SDGs”) such as reducing poverty, eradicating hunger, improving education and health care, etc.

The Belgian D4D policy aims at connecting the different types of actors on the ground to promote exchange of knowledge and to foster innovative partnerships. Its three strategic priorities are:

- Better use of (big) data, drawn from traditional and innovative sources: data are indispensable for setting up and monitoring any development intervention, as well as for measuring the realization of the SDGs and increasing public authorities' accountability. The Belgian development cooperation will invest in the tools and policies needed to use real-time (big) data to produce actionable insights for development actors, and thus to increase their impact. Equal attention will be given to ‘open data’, freely accessible to the public, to promote good governance and facilitate humanitarian relief and development, natural resource management and disaster risk reduction.

¹ <http://documents.worldbank.org/curated/en/896971468194972881/pdf/102725-PUB-Replacement-PUBLIC.pdf>

- Digital for inclusive societies: the Belgian development cooperation will use the potential of digitalization to both maximize the number of beneficiaries of an intervention and to lower the threshold for vulnerable groups to enjoy democratic rights, to have equal access to basic services, to participate in public life, and to be financially and economically included in society. This is strongly in line with the principle of 'leaving no one behind' from the Agenda 2030. It refers to the inclusion and empowerment of disadvantaged groups such as women, unemployed youth, ethnic minorities, remote populations, migrants, refugees, the elderly, the poor, the illiterate and others depending on the specific local context. It also refers to the inclusion of stigmatised - and in some countries even criminalised populations - such as LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersexual), commercial sex workers or people living with HIV/AIDS. It is also in line with the human rights based approach to development.
- Digital for inclusive and sustainable economic growth: in line with its policy priority to promote sustainable inclusive economic growth, the Belgian development cooperation will deliberately support interventions that turn digitalization into a positive force to create (self-)employment and to promote socially responsible entrepreneurship

As a consequence of the Strategic Policy Note, a D4D-Be platform has been released and is managed by Close the Gap and Agoria. Its aim is to connect the different actors on the ground to promote the exchange of knowledge and to foster innovative partnerships by building bridges between the Belgian private sector and the development sector.

The EU staff working document on Digital4Development (mainstreaming digital technologies and services into EU Development Policy) identifies the following opportunities:

- Productivity, sustainable growth and job creation
- The access to mobile networks and the Internet have spurred productivity and growth and created jobs. Several studies in the development literature have attempted, through rough extrapolations, to quantify the number of jobs created through digitalisation, looking at both the people directly employed in the sector and at those that have indirectly benefited from the uptake of digital technologies and services. Whereas more skilled people can enter the formal labour market, many find micro-entrepreneurial opportunities, especially within the extensive network of phone card distribution system, internet cafés, and mobile phone sales and repairs services. In 2015 in Africa, according to a 2016 GSMA study, mobile technologies and services generated 6.7% of GDP in Africa, while the mobile ecosystem supported 3.8 million jobs. Technological hubs are emerging and growing across the developing world spurring digital innovation and locally relevant content in a wide range of sectors like health, trade, culture and agriculture, notably in Kenya, South Africa, Ghana, India, Colombia and Peru.
- Women's empowerment Digitalisation is potentially a powerful tool for social transformation and gender equality. Development practitioners have often championed the investment in women's empowerment as the most direct and effective way to promote economic growth, peace and prosperity. One of the ways digital technologies and services enables empowerment is by providing accurate information – a critical enabler of good decision-making. Digitalisation can play a crucial role in breaking up gender segregation patterns through amplifying women's voices, facilitating the delivery of services and information to women with mobility constraints or limited access to public places.
- Governments have started employing eGovernment solutions at a wider scale. Services are upgraded from simple governmental information websites towards integrated services that allow interaction with citizens, like filing documents online or paying taxes. When the fundamentals are in place (e.g. functioning paper-based data collection and archiving system, appropriate legal framework), digital identification systems are proven to be an efficient way to

provide better access to both public and private services. Open public data have increased transparency and innovation. eGovernment has contributed to the accountability of institutions and public servants by giving users the possibility to report absenteeism and fraud, and has in general improved public finance management.

Human Rights Based Approach (HRBA)

The Belgian Law on International Cooperation of the 19th March 2013 mentions human rights as one of the three priority themes which must be integrated in the actions of the Belgian Development Cooperation (Art.11 §1). In his Policy Statement of the 17th October 2017, Deputy Prime Minister and Minister for Development Cooperation Alexander De Croo reaffirms that one of the central axis in his policy is the human rights based approach.

The promotion and protection of human rights are at the core of the Agenda 2030 on the Sustainable Development Goals and the New European Consensus on Development (Brussels, 2017).

A human rights-based approach (HRBA) is a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights². Under this approach, there is a focus on the duty-bearers and rights-holders.

In its “World Development Report 2016: Digital Dividends”, the World Bank identifies the Digitalisation as a strong tool to tackle democratic inclusion and the impact it has on civil registration systems, electoral participation and the growth of social and political movements.

When it comes to Women and Girls Rights, *She Decides* is a worldwide movement initiated by the Netherlands and Belgium and supported by many EU Member States and partner countries aimed at the promotion of sexual and reproductive rights. The She Decides campaign has a particular – but not exclusive - focus on the promotion of family planning, safe abortions, the prevention of sexual and gender-based violence as well as aid to victims. All of these issues are highly determined by social and cultural norms and values that are deeply rooted in prevailing gender inequalities.

Belgium has also developed a National Action Plan (NAP) for Human Rights and Enterprises which contributes to Belgium's efforts in the accomplishment of the Agenda 2030. In this NAP, Belgium commits itself to integrate criteria relating to Human Rights and Corporate Social Responsibility when it comes to the Private Sector Development (PSD).

1.2 Legal framework

To implement the Belgian D4D policy, the Belgian Development Cooperation is setting up its ‘D4D programme’ which unifies and integrates the expertise of two operational actors, Enabel and BIO. This intervention is in line with:

- Article 6 §2 of the Law of Enabel on the possibility of financing specific thematic such as Digitalisation³, as well as its Articles 12 and 13 on the Grant Management⁴ and its related

² Office of the United Nations High Commissioner for Human Rights (2016) *Frequently Asked Questions on the Right to Development*. Fact Sheet No. 37. New York and Geneva, 2016. At:

http://www.ohchr.org/Documents/Publications/FSheet37_RtD_EN.pdf. (Accessed on 22/02/2017).

³ §2. Le ministre peut faire appel à Enabel pour la mise en œuvre d'interventions en matière de : 1° consolidation de la société ; 2° formation et sensibilisation ; 3° promotion du commerce équitable et durable et de l'entrepreneuriat ; 4° digitalisation en tant que levier de développement ; 5° instruments de financement innovant dont les modalités sont déterminées par le Roi, dans un arrêté délibéré en Conseil des ministres ; 6° autres domaines importants dans le cadre de la réalisation des objectifs de développement durable. En cas de refus, Enabel en avise le ministre dans une décision formellement motivée dans un délai de 120 jours.

⁴ Art. 12. Enabel kan enkel subsidies toekennen aan de begunstigde die een interventie of een deel van een interventie zal uitvoeren die past in het kader van de goedgekeurde portefeuilles van Enabel en voldoet aan de volgende criteria: 1° de begunstigde is: a) een rechtspersoon van publiek recht; b) een regionale organisatie van publiek recht; c) een vereniging zonder winstoogmerk of een stichting; d) een rechtspersoon met winstoogmerk waarvan winstmaximalisatie niet de voornaamste drijfveer is. 2° de begunstigde betracht een doelstelling die zich integreert in de doelstellingen van de Belgische

Royal Decrees;

- Article 3 §2 2° of the Law of 3 November 2001 relating to the incorporation of BIO, as well as its Article 2 §2, point 2.2, sub-point (2) (b) of BIO's Management Contract⁵. Reference is also made to Article 3 (which relates to priority strategies), point 3.1, sub-point (5)/1 of BIO Management Agreement which provides that BIO will develop a strategy focused on supporting enterprises the activity of which contributes to the improvement of access to digital technologies for enterprises and populations in intervention countries.

1.3 Lessons Learned

The D4D programme will build on lessons learned from previous interventions and initiatives:

Grant Facility⁶

The D4D programme will be built on Enabel's experience in the management of a multi-country Grant Facility at its HQ level. Some of the lessons learned are:

- Crosscutting themes grant facilities are useful for piloting new initiatives before replication;
- Distance grant management should be supplemented by financial management and project management coaching, in order to ensure efficient use of the public funds and achievement of the expected results. If no coaching is foreseen, strong evaluation of the governance and the financial capacity of the future grantees is necessary;
- Reconciling the aim of flexible funding and innovative projects with the desire to be part of broader policies and to get closer to public institutions, however, remains a challenge;
- All grantees visited during the project field visits have expressed the wish of meeting the funding agency at a very early stage. For building trust and a strong partnership feeling, it is essential that both contractual organisations meet before signing the grant agreement;
- Distance-management of numerous projects in various countries requires field relays to act as a first filter regarding the financial management of the projects;
- If the intervention management team keeps the responsibility of monitoring the content of the projects, then extensive field visits still need to be organised.

Investments

In the past BIO invested in several projects which included access to technology or improved digital advancement, however it was not one of the main focus areas of BIO's activities. In 2016 BIO set up an internal D4D Task Force to investigate private sector investment opportunities in new technologies and the transformation of existing businesses that have an impact on the offering of digital products and services to the developing and emerging market populations.

Ontwikkelingssamenwerking bedoeld in hoofdstuk 2 van de wet van 19 maart 2013 betreffende de Belgische Ontwikkelingssamenwerking; 3° de activiteiten van de begunstigde passen in de door Enabel uitgevoerde portefeuilles. Art. 13. §1. De Koning bepaalt de criteria en modaliteiten voor de toekenning van subsidies aan de actoren van de Belgische ontwikkelingsamenwerking, alsook voor het subsidietoezicht. §2. De toekenningsbeslissing bevat tenminste de volgende elementen: 1° de omschrijving van de interventie of het deel van de interventie; 2° het bedrag van de subsidie; 3° de betalingsmodaliteiten; 4° de rapportageverplichtingen van de begunstigde, met inbegrip van: a) de verantwoording van het gebruik van de subsidie; b) de maatregelen wanneer de begunstigde in gebreke blijft; 5° de controlemodaliteiten van Enabel.

⁵ Art. 2 §2 2°b. De MKMO's en de ondernemingen gevestigd in de interventielanden, die bijdragen tot de verbetering van de toegang tot energie en tot de digitale technologieën, evenals tot de strijd tegen de klimaatverandering. BIO heeft tot doel te investeren in de ondernemingen (waaronder de MKMO's) gevestigd in de interventielanden die bijdragen tot de verbetering van de toegang tot digitale technologieën van de ondernemingen en de bevolking in de interventie-landen. De bedoelde ondernemingen omvatten onder meer, maar niet uitsluitend, de ondernemingen die infrastructuurprojecten ter ondersteuning van de mobiele telefonie of de Internettoegang (torens, netwerken) of IT diensten en digitalisatie-diensten voor MKMO's en financiële instellingen (digitalisatie van financiële diensten) ontwikkelen, producenten of verdelers van apparatuur... (20.12.2016)

⁶ Lessons learned from the TDC Grant Facility 2014-2017 (52 projects in 17 countries).

The main outcomes and lessons learnt regarding investment opportunities as presented in the final report⁷ were:

- From a development and investment perspective, it is difficult to provide general recommendations with regards to levels of priority of D4D investments as for each region/country, these depend on the state of digital maturity of the market, and on the needs of the targeted actors.
- A distinction remains to be made between infrastructure-related projects, providing the “building blocks” enabling the digitalization transformation (i.e. electricity and connectivity), and the digital transformation opportunities per sector (e.g. financial services, agriculture, health). From a business point of view, once access to energy and connectivity are established, the digitalization process can effectively be considered.
- According to the researches that were executed by BIO D4D Internal Task Force, for direct investment purpose, the FinTech industry and the Pay-As-You-Go (hereafter “PAYGOs”) initiatives currently present the best opportunities in terms of accessibility, attractively, and impact, for BIO to be involved with. Other potential areas are AgriTech, E-Health and E-Education as well as broadband & mobile connectivity and smart cities/smart infrastructure projects.
- In relation to staff expertise, the task force identified that BIO would need to reinforce its knowhow by recruiting or training one or more officer(s) with a digital expertise to have a stronger basis of internal knowledge.

D4D within Enabel

Since the Belgian Cooperation put digitalization on the global development agenda, the priorities for the coming years are very clear and ambitious: more efforts on D4D projects in partner countries and in terms of digital efficiency, Enabel aspires to become one of the leading development organizations.

Already in 2016, the Belgian Development Agency (BTC) won the "Prize Digital for Development" (D4D) award for its e-learning project with the Palestinian Authorities, but that is not the only achievement. BTC has successfully deployed D4D in the following contexts:

- Management software for hospitals (more transparency in financial management => more funds available)
- Mapping through drones and gyroscopes (more accurate geospatial data)
- Use of geospatial data for better decision making (information systems)
- Virtual reality as a learning tool in Technical and Vocational Education and Training
- Networking and capacity building for teachers

Enabel realizes that the digital transformation has an effect on all aspects of the operation of the organization. In this context an innovation lab called Develab was established within the Organizational Development department. It is currently the place where inspiration for new D4D projects can be found. But the lab also helps to develop tangible D4D solutions and therefore seeks to remain active throughout the whole innovation process, supporting the path beyond the ideation stage. That way, D4D has already become part and parcel of the new identification (E.g. Guinea, Burkina Faso...) and formulation (E.g. DRC, Palestine...) of programmes and of the implementation of existing interventions (E.g. Uganda, Vietnam...). As from 2017 50 % of newly formulated training programmes, previously known as scholarship programme, should have a digital component. (E-learning, Massive Online Open Courses, ...) The vision is also to deploy decentralised ‘spaces of digital innovation’ in partner countries (E.g. Benin, DRC...).

⁷ The BIO report ‘Digital for Development Report – 2016’ was presented to and approved by BIO’s Board of Directors in December 2016.

Following the same logic, digital solutions that will be funded through the D4D programme should have incorporated the digital dimension as from their conceptualisation, taking into consideration the needs and profiles of the final users (user-centric design).

Human Rights Based Approach

Although the use of a HRBA has become mainstream in development cooperation, we observe that there is still confusion between the realisation of a human right and the use of a human rights based approach. From a HRBA perspective the realisation of a human right, such as the right to (sexual and reproductive) health, the right to education or the right to employment, should not be limited to ensuring that these services are available, accessible, affordable, acceptable and of good quality (the AAAA+Q). The intervention should also actively invest in the realization of the key principles of equality, non-discrimination, meaningful participation, inclusion and accountability.

Building upon the lessons learned from good development practices, a HRBA focuses on:

- the development of strategies for the progressive realization of human rights
- the development of an holistic approach to development, considering the legal, political and socio-cultural framework, involving both the duty bearers and right holders
- the development of informed participatory processes that are institutionalised and formally recognised as main stakeholders in local and national decision making;
- the establishment of transparency and accountability mechanisms that clearly determine what must be done, to what standard and who is accountable;
- the capacity development of duty aimed at improving their compliance with their human rights responsibilities;
- the empowerment of the people and communities through improved knowledge about their rights and the development of the skills necessary to hold those who have to act accountable and to demand that effective remedies are taken when their rights are violated.

At Enabel level, the human rights principles guide all phases of the cooperation process, including preliminary assessment and context analysis, identification, programme formulation, implementation, monitoring and evaluation. Among these human rights principles are: universality and inalienability; indivisibility; inter-dependence and inter-relatedness; non-discrimination and equality; participation and inclusion; accountability and the rule of law.

2 STRATEGIC ORIENTATIONS OF THE INTERVENTION

2.1 Vision

In line with the 2030 Agenda of the Sustainable Development Goals that have been defined by the United Nations, the general objective of the D4D programme is **to support and to enhance the digitalisation to accelerate the sustainable development, increase prosperity, reduce inequalities and to empower people and businesses of developing and emerging countries**. This will be achieved by means of different financing instruments (i.e. grants, loans, equity) and through partnerships.

2.2 Approach

The D4D Programme will support projects that provide and facilitate access and usage of reliable, resilient, and sustainable digital solutions in emerging and developing countries. It will also foster partnerships between those actors that share the same vision on D4D. Its main dimensions are:

- **Create a unique window and therefore provide a new impulse to the action of the Belgian Cooperation in digitalisation and private sector development:** A close collaboration between Enabel and BIO will provide a strong leverage to the impact of the Belgian Cooperation on the digital side. Over the past 15 years, Enabel and BIO have been acquiring expertise and knowledge, working with different types of actors, in the same sectors (agriculture, education, health, infrastructure, governance). However, this D4D Programme is one of the first and most concrete initiatives that aims at creating a strong collaboration and exchange of knowledge at operational level between both organizations. Through a common window, beneficiaries will gain access to financing for their D4D projects;
- **Putting people first & do no harm:** The intervention will align itself with the D4D Strategic Policy Note which is guided by two overarching principles of 'Putting people first' and 'Do no harm'. Supported projects will need to ensure that these principles are respected and their inclusive dimension will be monitored;
- **Human Rights Based Approach:** Human rights determine the relationship between State and non-state actors with correlative obligations and individuals and groups with valid claims. It identifies these duty-bearers (and their obligations) and their corresponding rights-holders (and their entitlements). When applicable, the intervention will support projects that work towards strengthening the capacities of rights-holders to make their claims, and of duty-bearers to meet their obligations. The D4D programme will not only ensure the mainstreaming of the HRBA in projects but also commits to the launching of human rights specific calls for proposals;
- **Support scaling-up, replicability and/or innovations:** The intervention will focus on (a) projects that will scale-up existing digital solutions so that these are rolled-out at larger scale and become more available, affordable and performing; on (b) projects that will replicate proven digital solutions in other contexts (sectors, geographic,...); and on (c) projects that will develop innovative digital solutions exploring new ways to solve development challenges;
- **Direct and indirect financing instruments:** A major barrier to access digital tools in developing countries is the lack of access to seed, mid- and long-term financings. The D4D programme is created as a financing scheme to bridge the gaps in structuring and financing, stimulate the public and private sectors, and mobilise financiers while having a catalysing role when possible;

- **Creation and strengthening of partnerships:** To promote exchange of knowledge and fostering partnerships, the intervention will contribute to the creation and the strengthening of interactions between the different actors such as the beneficiaries of the financing instruments, the technology providers, and facilitate the transfer of technology to organizations and end-users. The intervention will promote and increase visibility of D4D through events, exchanges and peer-to-peer learnings. It will also liaise with the D4D platform (Close the Gap, Agoria) as an important actor for fostering partnerships and collaborations;
- **External funding:** the D4D programme will actively promote its activities among other donors and funding institutions. The tools and processes developed in the management of the Facility could be of interest for other actors willing to invest in D4D initiatives. The intervention will position itself as a reliable Fund manager.

2.3 SDG framework outputs

On September 25th 2015, UN countries adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years. This Agenda 2030 is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. The 17 Sustainable Development Goals and 169 targets demonstrate the scale and ambition of this new universal Agenda. For the goals to be reached, everyone needs to do their part: governments, the private sector, civil society. The D4D programme supports the SDG framework under the Belgian Development Cooperation.

The D4D programme will support different SDGs, through its supported projects and investments as well as through partnerships and knowledge brokering.

3 OPERATIONAL PLANNING

3.1 Geographic scope

The intervention will target projects being implemented in the scope of action of Enabel for grants (currently the 14 official partner countries of the Belgian Development Cooperation) and BIO for loans/equities (52 countries located in Africa, Asia, Latin America). The focus of the intervention will be on the African continent⁸.

3.2 Targeted organisations

The D4D programme will support digital projects of different types of organisations. The type of organisations can be arranged under 4 categories: public institutions, academic institutions, private sector and civil society.

3.3 Targeted sectors

The projects supported under the D4D programme will concern, but are not limited to, the following sectors like FinTechs, AgriTech, E-Health, Digital Infrastructure, Pay-as-you-go, Education Techs (Ed-Techs), transport & mobility, energy, resource management, media and many more. Throughout these sectors HRBA will be considered as an important transversal theme (when applicable). However the D4D Programme will also target the HRBA sector as such.

- **Human Rights Based Approach**

The use of a human rights based approach implies that due attention needs to be paid to development of digital tools that facilitate access to information and training on human rights for both duty bearers and right holders as well as the development of tools underpinning the development and use of accountability mechanisms and supporting access to services for people and communities. In doing so, attention needs to be paid on how to reach out to the most vulnerable and marginalised populations and the development of mechanisms that facilitate their access to using the tools that are developed.

The D4D programme will pay specific attention to the promotion of the human rights of women and youth, and more particularly to the promotion of sexual and reproductive rights (She Decides).

With regards to Democratic Inclusion, digitalisation plays a crucial role in facilitating democratic rights. Among the opportunities its worth mention civil registration, digital ID, electoral participation and more robust voting systems, citizen participation and influence in governance and decision-making processes, facilitating interaction between the citizens and local administration, etc.

- **FinTech**

Financial sector companies such as banks have a business model which requires digital advancements to adequately reach the entire population including the most vulnerable or the most remote. In this context, the intervention could support local banks or microfinance institutions in upgrading or transforming their current IT systems, which represents significant costs. It should be noted that meaningful developments are ongoing and still expected in this area (e.g. through blockchain technology and other innovations). Given the immaterial nature of the financial services industry, it becomes increasingly clear that technology and data will offer enormous potential to make financial services accessible at affordable costs for the poor and currently unbanked thereby contributing to the Agenda 2030.

⁸ In the case of additional funding from another donor, the geographical scope of the programme could be enlarged to this additional donor zone, with prior approval from the Steering Committee.

- **AgriTech**

Most of the world's poor live in rural areas and work mainly in farming. Agricultural development is one of the most powerful tools to end extreme poverty, boost shared prosperity and feed a growing world population. It is also a sector where D4D can have a real impact for example in small-scale farming, in remote places and in value chains. In the agriculture sector, wide digital divide in terms of access and usage have been identified between ecosystems, actors and types of culture. This is why the additionality of specific solutions highly depends on local contexts. For the purpose of clarity, these solutions are divided into two categories: Information and Communication Technologies (ICT) and Precision Agriculture:

- ICT

Information, Communication and Connectivity technologies broadly refer to solutions that enable the sharing of information (one/two way(s) communication) among the actors of the Agriculture sector value chain. Generally, large farms have access to basic ICT services. With the aim of reducing inequalities, improved access to basic information services is therefore more important for small scale farmers. Distinction should be made between vertical and horizontal ICT solutions:

- **Vertical ICT** solutions refer to communication between farmers and third parties of the agricultural value chain. Those solutions provide access to markets, promote the sharing of knowledge and connect farmers to financial institutions.
- **Horizontal ICT** solutions (among farmers) allow for cost sharing and economies of scale. These are mainly used for : aggregating farm data and/or optimizing supply chains. They also ensure strong internal control. Some best practices include optimisation of the supply of inputs or reaching external sustainable certification standards through robust data (organic, fairtrade, etc.).

- Precision Agriculture

Precision Agriculture is a technology-enabled approach to farming management that observes, measures, and analyses the needs of crops and livestock. By allowing farmers to apply tailored care and manage water more effectively, Precision Agriculture boosts production, improves economic efficiency, and minimizes waste and environmental impact. Its development is being shaped by two technological trends: big-data and advanced-analytics on the one hand, robotics—aerial imagery, sensors, sophisticated local weather forecasts—on the other⁹. Precision farming is in its infancy even though there are numerous opportunities for its adoption¹⁰.

- **E-Health**

Like in agriculture, D4D also has the potential to improve access to health and reduce health care costs and thereby support the SDGs. Specifically, e-Health refers to tools and services using ICT that can improve prevention, diagnosis, treatment, monitoring and management¹¹ of health. Mobile Health (m-Health) is a sub-segment of eHealth and covers medical and public health practice supported by mobile devices, especially including the use of mobile health applications¹². Innovation in healthcare

⁹ Mc Kinsey Definition of precision agriculture

¹⁰ Precision Agriculture: Applicability and Opportunities for Nigerian Agriculture

¹¹ http://ec.europa.eu/health/ehealth/policy/index_en.htm

¹² <https://ec.europa.eu/digital-single-market/en/mhealth>

is complex and sensitive because of the strict regulations, constraint budgets, privacy issues and traditions of the sector. The quality and reliability of devices and apps and patient safety are also aspects to take into account when investing in this sector.

Taking into consideration the HRBA in the E-Health sector can be broadened in numerous ways in terms of: inclusion, equality and non-discrimination of the patient, access to health services (e.g. e-consultation for remote areas), participation of the right-holder, accountability of the health service provider, etc.

- **Digital Infrastructure (loans and equities only)**

Infrastructure, along with business and regulatory environment, end users and tech-talent, is considered as one of the key elements required for robust digital economy to exist, function and grow¹³. Infrastructure can be understood as: available networks and connectivity, affordable devices, next generation/smart infrastructure. The potential of the digital economy can only be realized if digital infrastructure exists and keeps pace. Digital technologies can have a big impact in emerging markets, but they face big challenges in getting established, many of them infrastructure-related (i.e. can the infrastructure carry growing volume of digital traffic).

Developments in digital infrastructure can be characterized in three different angles and the way the D4D programme can support infrastructure projects should incorporate this:

- digital infrastructure being a tool, an enabler for delivery of other sectors' digital services;
- digital infrastructure being very often cross-sectorial;
- more advanced digital infrastructures (e.g. smart technologies, buildings, services) being of use and application, still, mainly in the developed world;

Ongoing main developments in digital infrastructure which might be considered interesting investment opportunities for the intervention can be grouped in the following themes, namely (i) broadband & mobile connectivity and; (ii) green energy financed digitally; and (iii) smart cities & infrastructure. Below green energy financed digitally will be discussed in particular:

- Green energy financed digitally

One of the recent trends are integrated, cross-sectoral approaches, which combine green energy and infrastructural projects with digital payments components. Off-grid energy companies (OECs), distributed energy services companies (DESCOs) or pay-as-you-go companies (PAYGOs) – all refer to the same: a business model which enables access to electricity through financed home solar systems that the final user pays for over time, with providers who can remotely disable use of the system and allow payments under a flexible pay-as-you-go scheme, mobile phone based money system¹⁴. OECs/PAYGOs/DESCOs are considered the fastest growing companies in the African energy¹⁵. And although the market for PAYGOs develops quickly, the scale and diversification of these companies' services are still constrained by the lack of access to commercial debt financing. The D4D programme involvement in "green & digital" projects might be extremely interesting.

¹³ World Economic Forum, *Delivering Digital Infrastructure*

¹⁴ In these structures, it is important to be extra cautious on the implications at the end-user levels (such as privacy, impact of disabling, etc).

¹⁵ <http://www.cgap.org/sites/default/files/Working-Paper-Access-to-Energy-and-Finance-April-2016.compressed.pdf>

- **Ed-Tech/Technology-enabled education**

Education is an essential element of economic and social development of nations as it moves the economy forward. On an individual level, it can lift students out of poverty, and is key to better jobs. However, challenges such as physical access to schools in remote areas, and the financial costs of going to school (classrooms, textbooks...) decrease the developing countries' education rate. Online courses offer flexibility and personalization to students to manage their own daily class schedule and offer a much cheaper solution in terms of infrastructure. Even still in early stage, the Ed-Tech market is a promising tool to accelerate learning and provide solutions to empower people and reach social impact. The D4D programme recognised opportunities in e-learning, e-books and mobile solutions supplementing core or traditional education systems. Digitalisation is also key to improve the efficiency, at all levels, in the management of the educational sector.

In addition, other types of supported solutions of the D4D Programme could eventually be: enterprise solutions, cloud solutions, internet of things, big data, virtual reality, educational games, etc. as long as they clearly contribute to development.

3.4 Instruments

The D4D Programme will provide a single-entry portal for all applicants having designed a digital project and looking for funding. The appropriate financing instrument(s) used to support an eligible project will differ if the Sponsor of the project is a public or a private organisation. An additional instrument under this intervention will be to act as a broker linking various initiatives and actors.

For projects that have been selected by the D4D Joint Selection Committee, BIO and Enabel will have the opportunity to finance and monitor the eligible projects according to their own internal policies and procedures.

3.4.1 Financing instruments

- **Grants agreements (Enabel only)**

Articles 12 & 13 of the law of Enabel indicate under which conditions Enabel can provide grants (see chapter 1.2). A Royal Decree details its operationalisation.

Subsidies are a tool used for financing one or more third-party partners for the achievement of part of the activities of the TFF or for an intervention activity that contributes to the achievement of the objectives of the intervention. Grants will be awarded in accordance with the modalities described in the BTC/Enabel guide for the elaboration and follow-up of Grant Agreements. Public or private entities that are awarded grants are called "beneficiary parties". The beneficiaries of the actions funded by the grant are called "final beneficiaries".

In the frame of the current document, it is worth to mention that the Article 12 of the law of Enabel limits the possible beneficiaries to: a public institution; a non-profit organisation or foundation; a private actor for which the maximisation of the profit is not its primary objective. In addition:

- one of the beneficiary's objectives must be in line with the Belgian development cooperation objective's;
- the grant beneficiary activities must fit within Enabel's portfolios.

- **Loans and Equities (BIO only)**

Article 2 of the Management Contract of BIO indicates BIO can support the private sector through investments and other complementary support mechanisms.

BIO can provide financing to support digital projects within mature private sector companies that have already achieved proof of concept. Financing offered by BIO can be through loans and equity

investments in accordance with the BIO's legal framework, management contract and investment strategy. Investments in D4D projects that are approved by BIO's decision making bodies will be called 'Investment projects' or 'BIO clients'.

Funds for loans and equity investments of private sector projects will come from BIO directly. EUR 10 million has been earmarked to finance digitalization projects in line with the focus of the D4D programme. This is on top of BIO's regular activities - which also include digital investment projects – and any additional means that will be received during the next 5 years.

- **Summary of the possible financing according to the type of organisations**

	Grants	Loans	Equity / Quasi-equity
to Government Agencies	Enabel	(Enabel) ¹⁶	(Enabel)
to Non-profit organisations	Enabel	-	-
to Private companies	Enabel (as specified by the law)	BIO	BIO

3.4.2 Brokering D4D partnerships

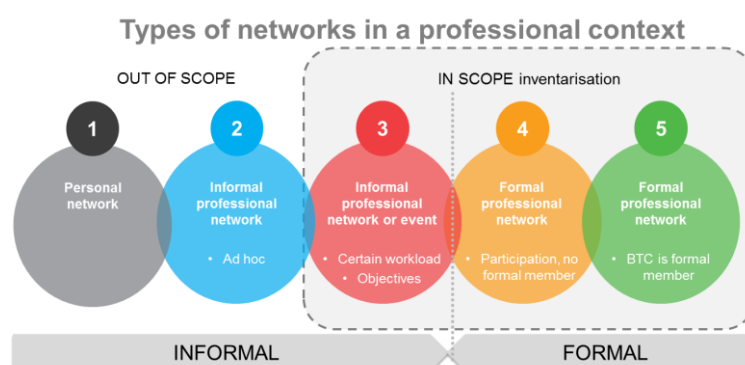
Interest for D4D is increasing on the national and international scene. The D4D Programme will look for synergies and complementarities across D4D partners and initiatives at all possible levels.

At Belgian level, the D4D Programme will ensure alignment and information exchange with the various initiatives that have recently been created (e.g. D4D Prize, D4D-Be platform).

At field level, the intervention will act as a partnership broker towards the funded projects. Information exchange between funded projects will be encouraged and facilitated when relevant (e.g. through events). To support the implementation of the funded projects, the intervention will also suggest linkages with D4D partners or digital service providers whenever possible.

The intervention will also redirect funding demands that fall out of scope of the Call for Proposal-windows to possible other D4D funders and partners.

The D4D Programme will use the collective intelligence of formal and non-formal D4D networks:



The Steering Committee will also be asked to initiate networking activities (but implemented by the Intervention Unit).

¹⁶ The law on Enabel foresees the possibility for Enabel to finance public entities through loans and quasi-equity. When the necessary tools will be developed within Enabel, the potential of it under this intervention will be assessed.

3.5 Sourcing

In order to ensure adequate, efficient, and flexible sourcing, call for proposals and direct contacts will be used to source eligible projects.

3.5.1 Calls for Proposals

Specific windows will be opened at appropriate intervals focusing on sectors of interest, geographical and thematic areas.

The D4D program will actively invest in exploring the opportunities of digitalisation in the promotion of the broad spectrum of human rights.

The D4D Programme will launch researches in order to define the focus of the next Calls for Proposals. Based on the results of these researches, the intervention will fill the possible gaps and enter specific markets by organising focused calls for proposals.

In order to ensure a rapid start, the topic of the first two calls for proposals have been identified during the formulation of the intervention.

- **Women and young people's rights, inclusion and empowerment**

One of the first CfP will focus on the women and young people's rights, inclusion and empowerment.

In the frame of this call, attention will be paid to the promotion and protection of sexual and reproductive rights, in support of the She Decides campaign. The campaign has a particular – but not exclusive - focus on the promotion of family planning (including access to family planning services for unmarried adolescents and youth), safe abortions (including advocacy for legalizing abortion), the prevention of sexual and gender-based violence as well as aid to victims (medical care, psychosocial support, legal aid, social and economic reintegration).

Attention will also be paid to: financial inclusion (financial institutions which offer dedicated products, services, and/or trainings, to women and/or young entrepreneurs); education (schools which offer dedicated grants and/or payment solutions to low income families) and health (institutions which offer access to low income families or which provide solutions that cover underserved needs).

Considering the challenges women and young people face in West-Africa, the region has been identified as a key area for this call.

- **Climate smart agriculture**

The call will focus on funding alternatives aiming to improve quantity and quality of agricultural production, to decrease climatic vulnerability and to protect ecosystems.

Agriculture is one of the main sectors in which digitalisation can have great impact bridging the digital divide, lifting people out of poverty and increasing food security. In line with the strategic policy note 'From Subsistence to Entrepreneurship'¹⁷ the call is focused on enabling farmers and agribusinesses to optimize their activities through including digital solutions and innovations. Appropriate measures will highly depend on the local context. The funding will be directed towards organisations active in the agricultural sector either directly or indirectly through financial intermediaries. An example could be a focus on digitizing value chain finance for smallholder farmers. The benefits would be to reduce risk, improve crop yields, manage liquidity and transact with markets¹⁸ all through digital innovations. Another example could be investments in Precision Agriculture, a technology-enabled approach to farming management, which would be more relevant in large-scale farming.

¹⁷ 'From Subsistence to Entrepreneurship' - strategic policy note 'Agriculture and Food Security' for the Belgian Development Cooperation. Published on March 2017.

¹⁸ CGAP focus note 'Digitizing value chain finance for smallholder farmers'. Published April 2017.

The proposals are expected to relate (but not limited) to facilitating agricultural value chain development. For example through projects that stimulate technological research and innovation of farmers' participation in local, regional and international markets or contribute to good governance. These could be directed at farmer organisations, agent networks, market information, etc.

At investment level the call will focus on three main dimensions:

- AgriTechs and producers (see above);
- Green inclusive finance: Financial Institutions which provide/are willing to diversify to provide products and services that help clients to be more resilient to environmental shocks and climate change (e.g. diversification of crops, micro-insurance, ecosystem adaptation), or, that facilitate the development of producers (agri loan/saving product/services/trainings, access to reliable and affordable energy sources (e.g. solar lanterns, solar water-heaters, solar water-pumps, solar dryers);
- Recycling and/or improved waste management such as biogas digesters.

East-Africa is envisaged for this second call.

3.5.2 Direct sourcing (for loans and equities)

Direct sourcing will only be made available for loans and equity investments. From a financing perspective, the direct sourcing is a complementary canal to find promising investment projects. While calls for proposals are defined by strict criteria, it is fundamental for BIO to have the possibility to source projects. Direct sourcing would offer a quicker and more flexible approach than calls for proposals. As direct sourcing is part of BIO's regular activities, this will also extend the lifetime of the D4D Programme.

3.6 Selection process

Overall, eligibility criteria will be customized depending, among others, on the sectors, countries/regions and levels of maturity of the digital solutions in scope. In the meantime, the process of selection will differ between calls for proposal and direct sourcing.

3.6.1 Calls for proposals

The D4D Intervention Unit will be responsible for assessing the eligibility of the files received. Those proposals that are compliant with the Call for Proposals (CfP) guidelines will be presented to the D4D Joint Selection Committee which will do a first assessment of the projects submitted by the applicants.

The selected proposals will then be channelled to the concerned organisation: grants will be dealt with by Enabel, loans and equities will be dealt with by BIO.

In the case of Grants, in order to optimize the efficiency of the selection process for the applicants and for the Grant Selection Committee, the information of the applicants will be received in several iterations/rounds. At each round, the applicants will provide more information on their project, their organisation, and their operating environment.

The number of rounds per call will depend on the complexity of the digital solutions and its related operating environment.

Enabel field offices and the Belgian embassies located in the country/region of interest will be requested to provide advice to complement the analysis submitted to the D4D Joint Selection Committee and the Grants Selection Committee.

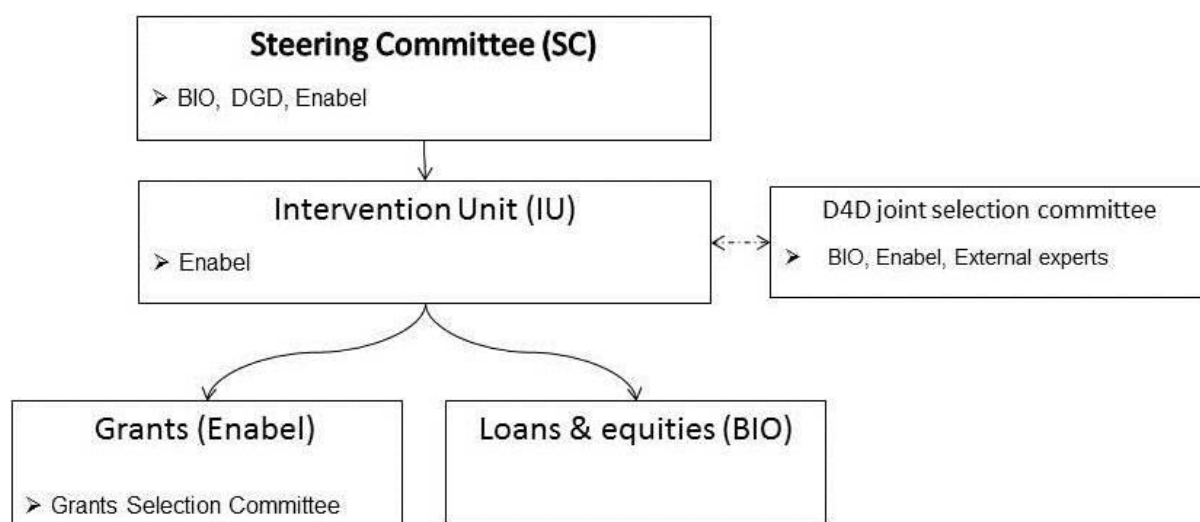
When necessary, local experts/universities and consultants can also be contacted to complement the knowledge available on the submitted opportunities.

After having been selected, a project will follow the normal policies and procedures that relate to Enabel and BIO decision making processes.

3.6.2 Direct sourcing (for loans and equities only)

Direct sourcing will follow BIO's regular investment strategy and operations.

3.7 Governance



3.7.1 Steering Committee (SC)

The Steering Committee is in charge of the strategic steering of the intervention. Its main responsibilities are:

- Defining the intervention strategy including the geographic and thematic scopes of each CfP , validating main changes in the intervention strategy and ensuring their alignment with Belgian Development Cooperation policies and priorities;
- Assessing the development results obtained by the intervention (strategic quality assurance and control) and approve intervention reports and planning;
- Solving problems that cannot be solved at the operational level of the Intervention Unit (IU);
- Enhancing collaboration between BIO, Enabel and other Belgian Development Actors, as well as among other European and multilateral actors.
- Strategic advice and support to additional activities linked to the broker role (visibility, support partnerships and networking).

The Steering Committee will meet at least quarterly in DGD premises. Decisions of the SC will be taken by consensus.

Composition:

The permanent members of the SC (who will also sign the minutes of SC) are:

- one representative of DGD (Chairman);
- one representative of BIO;
- one representative of Enabel

Other actors can be invited to the SC, on an ad hoc basis, depending on the needs. This could include, but not limited to, a representative of the Cabinet, Universities, Civil Society, etc.

Secretariat of the SC:

The Secretariat of the Steering Committee is ensured by the Intervention Manager. Its responsibilities include:

- delivering the written invitations to the meetings, the agenda and preparatory documents;
- drafting of the minutes of the meetings and any reports;
- preserving and maintaining the records and correspondence of the Steering Committee.

3.7.2 Intervention Unit (IU)

The Intervention Unit is the operational level in the intervention. It takes operational decisions and actions on a day-to-day basis in order that the strategy is fully implemented, in time and within budget, as approved by the SC. The main responsibilities of the IU are to:

- Implement the intervention strategy and develop operational plans;
- Ensure proper management and apply stringent accountability arrangements for the management of the financial resources allocated to the intervention;
- Coordinate the implementation of the intervention with the field relays;
- Prepare reports for the stakeholders;
- Coordinate and provide proper monitoring of the intervention.

The IU will be based within Enabel's premises in Brussels. As the collaboration with BIO is part of the DNA of this intervention, strong relationships will be built between Enabel and BIO, with the collaboration of both institutions in the Steering Committee and the D4D Joint Selection Committee, or elsewhere when appropriate.

At the level of the financing instruments (grants / loans / equities), each of the institutions will operate according to its own procedures and technical knowledge.

3.7.3 D4D Joint Selection Committee

At the closing of every call window and of the initial eligibility checks, the IU will organise and invite the members to participate in the D4D Joint Selection Committee. This Joint Selection Committee will be composed of Enabel staff, BIO staff and external experts (see details in activity 1.5 of the Intervention framework).

This Selection Committee will evaluate the concept note provided by the beneficiary and will be responsible of the selection of projects admitted for entering the grants or the loans/equities specific processes.

3.7.4 Instrument-specific management

Project proposals which have passed the D4D Joint Selection Committee will be channelled through the respective organisation (BIO or Enabel) processes, depending on the financial instrument they have applied for (grants, loans or equities).

For the grants, this will consist of a second round where the detailed project proposition will be evaluated by the Grant Selection Committee (see details in activity 2.2 & 2.3 of the Intervention framework).

For loans/equities, the funding demand will be assessed according to BIO's standard internal investment process.

4 INTERVENTION FRAMEWORK

This section details the activities that will be implemented under the D4D Programme in order to achieve its objectives.

4.1 General and Specific Objectives

The **general objective** is to contribute to the SDGs through digitalisation.

The **specific objective** is to increase use and access to digital solutions offering better living conditions in developing and emerging countries.

4.2 Expected results of the D4D programme

- **Result 1:** A financing Facility accessible to D4D projects contributing to the achievement of the SDGs is operational
- **Result 2:** Public entities, social businesses and non-profit organisations have implemented projects providing digital solutions through grants
- **Result 3:** More private actors have access to better financial solutions to implement their investment project
- **Result 4:** Brokering partnerships and capitalisation result in increased collaboration on D4D
- **Result 5:** Additional funding is raised

	Enabel / BIO collaboration		Implementation & Final responsibility	
	Enabel	BIO	Enabel	BIO
Result 1	X	X	X	
Result 2	X		X	
Result 3		X		X
Result 4	X	X	X	
Result 5	X	X	X	

4.3 Activities to be implemented

Result 1: A financing Facility accessible to D4D projects contributing to the achievement of the SDGs is operational

Activity 1.1: Operationalise and manage the D4D Facility

The D4D Facility will be a service accessible under this intervention to BIO and Enabel, in which other funding actors could participate.

The Inception Phase (first 3 months) will set the basis for a sound implementation of the intervention.

The Intervention Unit (IU) will be established within Enabel's premises in Brussels.

The IU will develop the operational manual and tools to be used under the intervention. Special attention will go towards the definition of the roles and responsibilities within the processes of the IU and communication in order to ensure effective collaboration between all involved actors (IU staff, BIO staff, Field staff, External consultants, Universities, funded Projects, etc.)

Tools include the development of the Call for Proposals (CfP) mechanism and guidelines, as well as an operational M&E framework (see chapter 6.2). These will be presented to the Steering Committee for approval.

Activity 1.2: Develop the intervention website with an online application portal

The D4D Programme website will be used as a single-entry point for all applications (grants, loans, equities). It will offer different windows depending on the strategic orientations taken during implementation: geographic windows, thematic windows, instruments-specific windows.

The single-entry web portal will be an important tool easing the application process for the grantees but also for the IU. Having a predefined application form makes it easier to manage the numerous applications, and to handle them through defined processes. It gives more clarity to the applicant on what information is required, and avoids the omission of documentation or information. In addition, it ensures a higher degree of transparency in the selection process.

It is also essential for the D4D programme to have its own website, in order to have its own visual identity.

Activity 1.3: Develop a visual identity and organise information campaigns

The IU will develop a communication and visibility strategy. Most of the communication on the D4D programme will be designed and disseminated through the website. Relays such as the Belgian Embassies, Enabel's representations, and other partner offices can be used to promote the intervention.

Special events can be organized to present and share the D4D programme to stakeholders.

This activity is essential to building a strong pipeline of potential projects to be funded.

Activity 1.4: Assess the needs and identify the strategic lines in order to reach high-potentials

The D4D Programme will launch several CfP throughout its five-year implementation. The first two CfP will focus on:

- Women and young people's rights, inclusion and empowerment;
- Climate smart agriculture.

In parallel, the intervention will define orientations of the future CfP. These will be based on prior needs assessments and studies. External D4D expertise will be hired for these studies.

The strategic choices on the different types of windows will be presented to the Steering Committee.

Activity 1.5: Organise the CfP and the Joint Selection of concept notes

The IU will be responsible for preparing and launching the CfP. The process foresees two rounds of selection: one common to BIO and Enabel, and the second one specific to the financing instruments. At this stage, the IU is responsible for organising the first round.

The IU will receive and manage all the incoming proposals. This includes the questions/answers with applicants as well as the eligibility checks.

The eligibility criteria will be based on the organisations' alignment with BIO/Enabel legal framework, their administrative and financial management capacities and the projects' integration of the 9 principles¹⁹ for digital development. Gender and environment aspects will also be taken into account.

Eligible proposals will then be presented to the D4D Joint Selection Committee.

The "D4D Joint Selection Committee" will be common for all incoming financing demands (grants, loans and equities). This Selection Committee will evaluate the concept note provided by the beneficiary and will be responsible of the selection of projects for the first round, according to the intervention operational manual.

¹⁹ digitalprinciples.org

It will be composed of the following members:

- 1 staff from the IU: the Intervention Manager;
- 1 staff from BIO;
- 1 staff from Enabel;
- 1-2 external experts: based on sectoral, digital or geographic expertise (depending on the scope of the call).

The Chair of the D4D Joint Selection Committee will be on a rotating basis (BIO / Enabel). Decisions will be made on the basis of consensus.

Result 2: Public entities, social businesses and non-profit organisations have implemented projects providing digital solutions through grants

BIO has no responsibility in Result 2.

Activity 2.1: Develop financial guidelines and tutorials for future grantees

In order to facilitate the technical and financial reporting of the grantees, it is necessary to prepare templates as well as clear manuals. Digital tutorials and tools will be made available for future grantees. Investing in the development of these tutorials will help in improving the quality of the documents received from the grantees, and as a consequence reduce the time and cost of the grant scheme management by the IU.

Activity 2.2: Select the grant beneficiaries (Grant Selection Committee)

The selection of projects will be done through a transparent and strong selection process. Selection committees will be organised for this purpose.

The IU staff members will consolidate all information required from the applicants, and submit the incoming applications to the Grant Selection Committee. A first-level advice will be provided.

The voting members of the Grant Selection Committee will be chosen based on sectoral, digital or geographic expertise (depending on the scope of the call):

- 2 Enabel staff (not part of the IU)
- 1-2 external experts.

Depending on the nature of the windows, the external experts hired to be part of the selection committees and give their independent opinion could be experts from organisations under a Cooperation Framework Agreement (CFA) with Enabel.

During the selection process, a due diligence visit to the applicant is planned before signing the grant agreement. This due diligence can be useful between the two selection rounds, in order to increase the quality of the proposals received and their alignment with the intervention's priorities.

Activity 2.3: Finance the D4D projects through grants

Enabel has developed specific guidelines and procedures for managing grant agreements within interventions managed by Enabel. These guidelines build on the experience gained by BTC from Execution and Financing Agreements and are based on Article 12 & 13 of the Law establishing Enabel.

A grant is a financial donation/non-commercial payment by Enabel from the D4D Programme to finance the performance of activities and/or the operation (i.e. the running costs) of one or more entities that pursue an aim of general interest to help achieve the intervention's results and objectives.

The grant facility is budgeted on a separate budget line in order to ease its budgetary follow-up (see detailed budget in Annex 7.1). For every new CfP, a separate budget line will be created.

The grant facility will be open to all sectors, although specific windows will be defined while launching the calls for proposals. Granted budgets will range between minimum EUR 50k and maximum EUR 350k, with an average of EUR 200k per project, over a period of 24 to 36 months. The granted budget will be transferred in tranches, after approval of the narrative and financial reports of the previous instalment. A final balance of 10-20% (depending on the risk level) will be held until final closure of the project.

Projects that have been approved by the D4D Joint Selection Committee will be asked to present a more detailed project proposal. This is considered as the second round of the whole selection process.

The eligibility and selection criteria for projects will again be based on their integration of the 9 principles²⁰ for digital development & their level of innovation, next to the administrative and financial management capacities of the future grantees.

The procedure foresees a series of steps which ensure a fair and transparent selection process as well as a sound management of the grant facility:

- 2nd round of administrative and eligibility checks;
- Grant Selection Committee - A second eliminatory round of evaluation (technical and financial proposals);
- Preparation and signature of the grant agreement;
- Launching of the project;
- Implementation and reporting by the grantee (facilitated by field staff if needed);
- Project monitoring & field visit by Enabel;
- Financial and administrative closure of the grant agreement.

Enabel will develop intervention-specific internal monitoring tools in order to trace the progress of the different grants (monitoring log).

It will also make sure to capitalise on the experience of the supported projects and their outcomes. Capitalisation will be done through the production of documents and articles, but also through the organisation of events and conferences.

Activity 2.4: Coordinate the grantees external evaluation and financial audit

The intervention will use Enabel's framework contracts for the evaluation of the projects and their financial audits. The sample of the projects to be evaluated and/or audited will be chosen on a risk-management basis.

The external project evaluations aim to ensure that the evaluated project has achieved the results and objectives initially planned by the grantee in its project proposal.

Financial audits will focus on the financial management and the accounting of the granted project. The auditors will also evaluate the adequacy of controls and use a risk-based approach.

²⁰ digitalprinciples.org

Activity 2.5: Financial management and project monitoring

Enabel will hire a part-time D4D Financial Officer for the management of the grant facility. He/She will be responsible for use of best-practices by developing the necessary processes and tools.

The intervention will also benefit from Enabel's field presence, and make use of the in-country financial officers. Their input will be budgeted through time-allocation with the use of timesheets. The D4D Financial Officer will have the responsibility of organising this decentralised system with Enabel's offices in the most efficient manner.

Result 3: More private actors have access to better financial solutions to implement their investment project

This result is presented as part of the D4D Programme for clarifying the roles and responsibilities between BIO and Enabel. Enabel has no responsibility in Result 3.

Activity 3.1: Loan/Equity window

After the first round of selection of the grantees (Result 1.4), BIO will initiate its internal assessment process of the proposals from the private companies opting for the loan/equity window. For this assessment, BIO follows its legal framework (BIO Law dd 3.11.2001 as amended more specifically by the law of 21.07.2016), management contract (dd 1.4.2014, as amended 20.12.2016) and investment strategy.

Investment proposals will follow the same decision making process as regular investment files (screening, due diligence, investment committee, board approval).

BIO can provide financing to support digital investment projects within mature private sector companies and funds. This means that BIO can support companies that have demonstrated the economic viability of their business model to reach a sufficiently mature stage to attract private financiers:

- BIO seeks collaboration and additionality to other funders. The loan/equity window can play the role of catalysing other investments by investing in riskier projects, taking riskier positions in the capital structure and/or offering more flexible repayment terms than other purely commercial investors. The Programme assumes a certain level of risk, but seeks alignment with other investors and expects a commensurate return.
- BIO invests in companies with positive financial outlook;
- BIO supplies loans, quasi-equity, and equity. The minimum amount invested is EUR 1 million (or local currency equivalent).
- BIO is flexible in structuring its financing instruments and repayments, in order to match expected cash flows of the projects.

BIO will expect a return in line with the market conditions, and proceed with even more development focus if complementary dedicated funds and/or tools in line with this mandate are available. BIO's current criteria for direct investments exclude venture capital and investing in start-ups; indirect channels (funds, banks and other financial institutions) may be used for these to some extent. Direct and indirect investments (including in venture capital and private equity funds) will be eligible when legally acceptable. Loans and equity will be possible in the 52 countries of BIO²¹.

²¹ Annex 7.3

Result 4: Brokering partnerships and capitalisation result in increased collaboration on D4D

Activity 4.1: Facilitate linkages and organise D4D events

The D4D Programme will position itself as a service provider for the funded projects by linking them together when relevant and by suggesting collaboration with other actors. These can be service providers, D4D initiatives and networks (D4D-Be platform coordinated by Close the Gap and Agoria).

Incoming projects that fall out of scope will be redirected or advised to other initiatives when possible.

At project-level, the intervention will promote specific partnerships to facilitate knowledge transfer. Initiatives can be many fold: peer-to-peer learning, on-sight exposure, trainings, exchange days, meeting days. They can also constitute specific topic related exchanges (e.g. AgriTech, E-Health).

Activity 4.2: Backstopping and capitalisation on D4D

Each organisation (BIO/Enabel) will ensure backstopping and monitoring of its funding projects according to its own internal procedures. The results of which will be commonly shared.

At Enabel level, the projects follow-up and monitoring through a D4D perspective will be coordinated from Belgium (Develab), using, when available, the in-house field expertise (Country programmes & offices). To ensure those, periodic missions from the D4D team in Brussels are planned as well as the use of SLAs for the field staff, or the hiring of external consultants. The objective of these missions is also to provide feedback to projects in execution as well as to capitalize and learn from their experiences.

This monitoring will contribute to the learning curve on D4D as a crosscutting enabler to achieve better results for more people and will be documented. The lessons learned will be shared as best-practices for the country programmes aiming to mainstream D4D in these interventions. Capitalising on the numerous funded projects will also allow Enabel's and BIO's D4D teams to feed their toolkit for supporting the interventions in the field.

Result 5: Additional funding is raised

Activity 5.1: Prospect for other funding partners

The IU will look for additional funding resources in order to leverage the scope of the intervention. These could be donors, philanthropic foundations, private companies, etc. External expertise could be hired to contribute to this result.

The intervention will benefit from the support of the Belgian Development Cooperation (e.g. facilitate the contact with donors and funding institutions).

4.4 Risk analysis

Through the above-mentioned activities, the Intervention Unit will take all necessary measures to guarantee a good execution. Should any risk hereunder appear, the following mitigating measures will be taken:

Description	Probability	Impact	Level of risk	Mitigating measures
Little interest by eligible organisations. Private companies show little interest to apply for loans/equity.	Low	Medium	Medium	<ul style="list-style-type: none"> • Rapid assessment to identify lack of interest. • Information campaign towards specific beneficiaries. • Examine ways to use Belgian Embassy to promote the facility.
Incoming project proposals are of insufficient quality	Low	High	Medium	<ul style="list-style-type: none"> • Increase communication campaigns. • Foresee more interaction moments between applicants and the IU during the application window. • Increase availability of HR at the IU in order to guide applicants.
Negative impact of a project funded by the Intervention at level of the affected community (e.g. privacy, exclusion of a community, excessive indebtedness, ecological harm)	Medium	High	Medium	<ul style="list-style-type: none"> • Organise a field visit and take appropriate action (e.g. project modification, stop funding) • Update internal knowledge and guidelines with the best standards in the industry.
Funded organisations dedicate too few means (human, management buy-in, ...) to the selected projects	Medium	High	High	<ul style="list-style-type: none"> • Increase availability of HR at the IU in order to remind organisations of their commitment or to raise awareness on the need of additional resources on their side. • Add emphasis on the grantee/client commitment and counterpart in the sourcing and selection procedures.
Submission of ineligible expenses or fraudulent supporting documents. Missing supporting documents.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Put more resources and closer follow-up. • Breach of contract and legal procedure. • Project visit by the local finance team. • Update and improve toolkit and tutorials based on defaulting documents.
D4D doesn't get mainstreamed in the Belgian	Low	High	Medium	<ul style="list-style-type: none"> • Promote more actively the sharing and the use of the capitalisation deliverables throughout the Belgian Development actors (BIO, DGD, Enabel,

Description	Probability	Impact	Level of risk	Mitigating measures
Development Cooperation				Embassies, etc.)
Funded projects are hampered by their local government	Low	High	Medium	<ul style="list-style-type: none"> • Contact the Enabel's local office and activate local contacts • Contact the Belgian embassy and activate diplomatic relations
Double funding, initially unintentional, as organisations introduce the same request simultaneously at different donors.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Share list of potential beneficiaries with similar initiatives and donors • Request information from potential grantees
The division of labour between BIO & Enabel is insufficiently described and hampers strategic implementation of the intervention.	Low	Medium	Medium	<ul style="list-style-type: none"> • Clear definition of the role and responsibilities of both organisations by signing a MoU. • Close follow-up by Steering Committee and management of Enabel and BIO especially at the start of the intervention.

5 RESOURCES

5.1 Budget

The total intervention budget implemented by Enabel is 10.000.000 € over five years. This includes the intervention's operational costs, its general means and Enabel's management fee.

The D4D Programme will benefit both BIO and Enabel through results 1, 4 and 5.

Result 1 covers the set-up and operationalisation of the D4D Facility, as a single-entry point for grants, loans and equities. This entails the visual identity and external communication, the overall strategic level including the needs and potential assessments for the CfP windows, and the launch and management of the CfPs. The Intervention Unit will also be responsible for preparing and organising the joint selection of concept notes.

Under result 4 the D4D Programme will centralise the knowledge gathered through the management of the D4D Facility and the financing of the various projects. It will also feed the D4D expertise within both organisations. On top, the funded projects will be connected between each other when crosspollination is possible contributing to their success.

With result 5, the D4D Programme will look for attracting additional funds to be injected in the facility (grants and loans/equities). This would enable a strong leverage effect on the Belgian funds, and allow economies of scale at the Facility management level.

	Budget D4D Programme (€)
Result 1	792,600
Result 2 <i>Out of which 7,200,000 for grants</i>	7,833,700
Result 3 (BIO-Invest) <i>Out of which 14,000,000 for loans/equities</i>	*
Result 4	327,500
Result 5	20,200
Budget reserve	129,500
General Means	241,500
<i>Management Fee</i>	655,000
Total	10,000,000

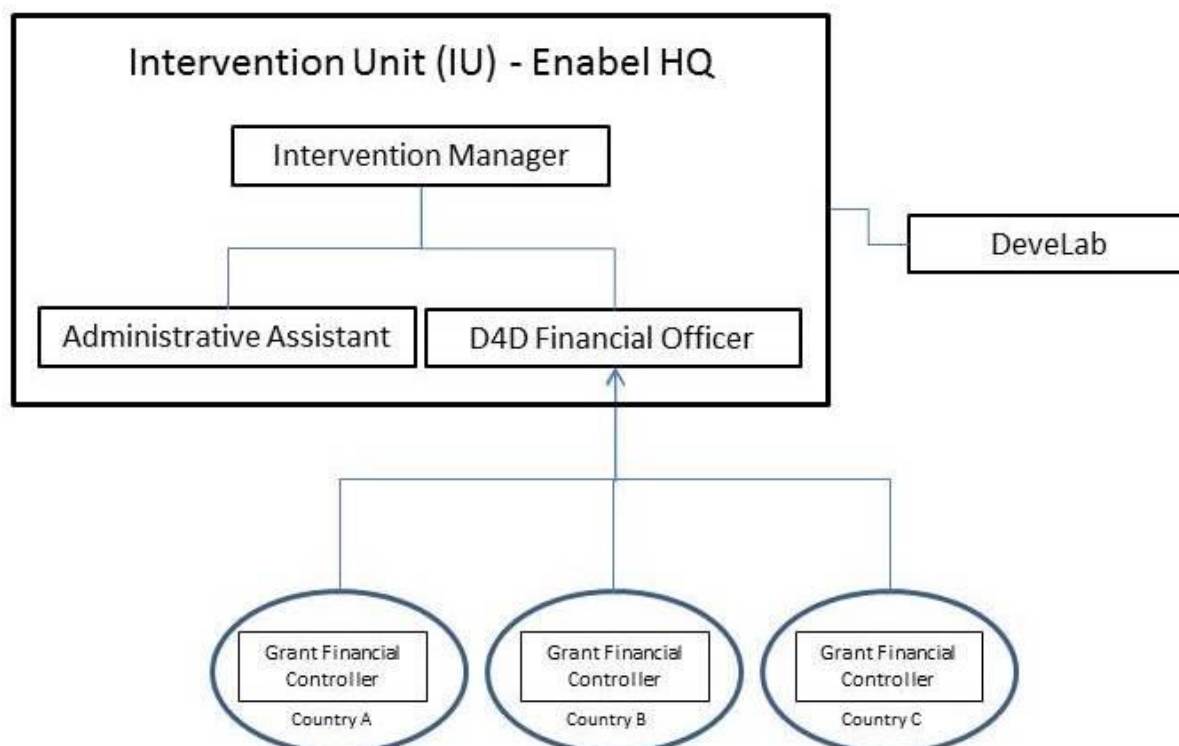
The detailed budget is presented in Annex 7.1.

*On top of the EUR 10mln for this D4D programme, an additional EUR 10mln of BIO funding is already earmarked to finance digitalisation projects of private sector companies. The rest of the 14mn will come from BIO regular resources. These investments and incurred costs are part of the scope of the D4D programme but will be managed and accounted for by BIO separately. This means that BIO will take the costs related to its staff and to its investments in loans and equities on its own balance sheet/P&L.

BIO's involvement in the D4D programme will be at the level of the D4D Joint Selection Committee and Steering Committee. BIO will also contribute to other activities of the D4D programme depending on the available resources and when in line with the management contract.

5.2 Human Resources

The Intervention Unit will consist in a minimal required set up of three staff at Enabel level. Enabel will use its field presence for effective grant monitoring.



HR	FTE	Availability					Total (wo)man* months
		Year 1	Year 2	Year 3	Year 4	Year 5	
1 Intervention Manager	1x100%	12	12	12	12	12	60
1 Administrative Assistant	1x50%	12	12	12	12	12	30
1 D4D Financial Officer	1x50%	12	12	12	12	12	30
Develab	1x10%	12	12	12	12	12	6
10 SLA Field Expert (National)	10x10%	3*	12	12	12	12	51

* The Field Finance Experts will not receive any financial reports to review before the last quarter of Year 1.

5.2.1 At HQ-level

- **An Intervention Manager**

The D4D Intervention Manager will be a full-time staff. He/She will be based within Enabel's premises. The job description is presented as Annex 0.

- **An Administrative Assistant**

The Administrative Assistant will be hired on a part-time (50%) basis. He/She will be based within Enabel's premises. The job description is presented as Annex 7.5.

- **A D4D Financial Officer**

The D4D Financial Officer will be hired on a part-time (50%) basis. He/She will be based within Enabel's premises. The job description is presented as Annex 7.6.

- **Develab**

The intervention will tap into the knowledge of the in-house D4D expertise at Enabel, currently the Develab team. Their expertise will be used during the different phases of the intervention:

- Participation in the D4D Joint Selection Committees
- Participation in the Grants Selection Committees
- Project Backstopping and monitoring
- D4D capitalisation
- Lead the D4D networking and partnerships events under the intervention

5.2.2 At field-level

At field level, given the potential high number of projects in a high number of countries, Service-Level Agreements will be signed between HQ and field offices, as it is essential to have strong relays for financial management purpose:

- **Grant financial controllers**

The role of Financial Controller is foreseen in the grant management guidelines. As it is not yet known how the grant portfolio will be distributed over the geographical zone, one full-time equivalent staff is estimated over 10 countries at 10%. This will be adapted according to the real number of granted projects per countries.

The role of Grant Financial Controller will be executed by existing field-based Enabel finance staff. Their input will be charged on the intervention budget according to their timesheet allocation and SLAs. The staff taking up this role can be any of the existing financial staff (LAF, RAF, MAF, Finance Assistant, etc.), depending on the availability at Enabel's representations.

The terms of reference of the Grant Financial Controllers are presented as Annex 7.7. These correspond to those agreed upon in Enabel's Grant Management Guidelines.

- **Project monitoring**

Equally, whenever available, the expertise in the field offices will be used as relays for the project monitoring. If not available, the expertise will be hired through external consultants as budgeted.

6 EXECUTION MODALITIES

6.1 Timeline

The intervention will be implemented over a period of 5 years (2018 – 2022). Calls for proposals jointly relevant for Enabel and BIO will be organized as from Year 1.

During the first trimester of Year 1, the intervention unit (IU), the instruments set-up, the tools and procedures for the different types of support offered by the D4D programme will be put in place.

Regarding the grants, experience has shown that a complete call for proposals round, from the preparation of the guidelines to the contract signature, takes up to 6 months. Experience has shown that any call for proposal launched less than 18 months before the end of the intervention would not allow grantees to achieve sufficient results and impact, as should therefore be avoided. Therefore no grant will be contracted during the two last years of the intervention.

TIMELINE : BEL 17 071 11 D4D Programme		Year 1	Year 2	Year 3	Year 4	Year 5
A	D4D Programme					
A 01	Result 1					
A 01 01	Operationalise and manage the D4D Facility	X	X	X	X	X
A 01 02	Develop the intervention website with an online application portal	X				
A 01 03	Develop a visual identity and organise information campaigns	X	X	X		
A 01 04	Assess the needs and identify the strategic lines in order to reach high-potentials	X	X	X		
A 01 05	Organise the CfP and the Joint Selection of concept notes	X	X	X		
A 02	Result 2					
A 02 01	Develop financial guidelines and tutorials for future grantees	X				
A 02 02	Select the grant beneficiaries (Grant Selection Committee)	X	X	X		
A 02 03	Finance the D4D projects through grants	X	X	X	X	X
A 02 04	Coordinate the grantees external evaluation and financial audit			X	X	X
A 02 05	Financial management and project monitoring	X	X	X	X	X
A 03	Result 3					
A 03 01	Loan / Equity window by BIO	X	X	X	X	X
A 04	Result 4					
A 04 01	Facilitate linkages and organise D4D events	X	X	X	X	X
A 04 02	Backstopping and capitalisation on D4D		X	X	X	X
A 05	Result 5					
A 05 01	Prospect for other funding partners		X	X	X	X

It should be noted that the duration period of projects under the 'Loans and Equity' window could extend the lifetime of the D4D programme.

6.2 Monitoring and evaluation

Monitoring and evaluation of the intervention in itself, as well as the initiated projects and initiatives is important to understand how the D4D programme contributes to changes in developmental outcomes and leverages the impact of the Belgian Cooperation through digitalisation. Once the intervention has ended, it will be evaluated on the basis of the expected output (target indicators) and actual output.

6.2.1 Monitoring of the D4D Programme

The IU will develop and implement an operational monitoring with the objective to steer the activities on an operational level. During Steering Committee meetings the progress of the intervention indicators will regularly be reviewed and possible adaptations to the implementation may be decided upon.

The IU will order both the Mid-Term Review and the End Term Review (MTR & ETR), based on ToR validated by the SC. An external evaluation is planned 6 months before the end of the intervention, in line with the DAC criteria relevance, effectiveness, impact, efficiency and sustainability.

The suggested intervention's KPIs are:

The specific objective is to increase use and access to digital solutions offering better living conditions in developing and emerging countries	<p><i>(to be finalised during inception phase)</i></p> <ul style="list-style-type: none"> • # of beneficiaries having improved their living conditions through access to and use of digital solutions • Perception indicator: measure acquisition of 21st century skills (tool: questionnaire)
Result 1: A financing Facility accessible to D4D projects contributing to the achievement of the SDGs is operational	<ul style="list-style-type: none"> • # of applications received • rate of eligible applications received • rate of selected projects for 2nd round among the eligible applications
Result 2: Public entities, social businesses and non-profit organisations have implemented projects providing digital solutions through grants	<ul style="list-style-type: none"> • # of projects having obtained a positive score by the Grant Selection Committee • # of projects having obtained a grant • Total amount of grants committed <p><i>(in addition to the intervention KPI's, the funded projects will be monitored. See chapter 0.)</i></p>
Result 3: More private actors have access to better financial solutions to implement their investment project	<ul style="list-style-type: none"> • # of investment proposals from the CfP that received a positive score and a positive advise from BIO's Screening Committee • # of projects from direct sourcing that that received a positive advise from BIO's Screening Committee • Total amount of loans and equity committed • Total amount of loans and equity disbursed <p><i>(in addition to the intervention KPI's, the funded projects will be monitored. See chapter 0.)</i></p>
Result 4: Brokering partnerships and capitalisation result in increased collaboration on D4D	<ul style="list-style-type: none"> • # of events (co-)organised in the field • participation rate of events • # of partnerships established that originated through the programme • # of projects that received a linkage suggestion with D4D partners or digital service providers • # of capitalisation products delivered and shared
Result 5: Additional funding is raised	<ul style="list-style-type: none"> • Total amount of attracted funds

The effectiveness of Calls for Proposals will be assessed after 6, 12, and 18 months. The sourcing strategy and methodology regarding new projects will be continuously adapted depending on the general performance of the Intervention and on these assessments.

6.2.2 Monitoring & evaluation of funded projects

The funded projects will be requested to indicate in their proposal how they will monitor their own action and how the later will contribute to the SDGs. This information will be centralised at the IU.

Grants

A reporting template will be attached to the grant agreement and filled out by the grantee at the start of the project (baseline) and monitored until the end of the project. Over time, the IU will track how the realized values of the indicators compare to the ex-ante projections contained in the project proposals.

In addition, monitoring of selected projects is done by D4D experts (see 6.2.3).

The IU can also hire external independent evaluators who will assess the progress of granted projects (see activity 2.4).

Loans and equity

Once projects have been approved by BIO's decision making bodies, the investments will follow BIO's regular portfolio monitoring procedures regarding financial and developmental monitoring. Additionally for D4D projects, a reporting template will be created and attached to the client agreement. At the start of the project a baseline and projections will be set and the client will be required to report annually on the output until the end of the project. The to be created baseline and reporting template will be adapted to BIO's current development assessment tool.

At the end of every project, when the loan has been repaid or equity exited, an end-of-project assessment or a 'project completion' will be carried out. This follows BIO's regular procedure regarding end-of-project and will be based on the initial baseline and projections as well as the monitoring data. The evaluation will include reflections on the output, outcome, impact where possible and will provide lessons learnt.

6.2.3 Develab & Quality Assurance

An innovation lab called Develab was established within the Organizational Development department of Enabel. Still, Develab spans organizational, sectoral, and geographical boundaries, and strives to engage a wide range of stakeholders in problem-solving activities.

Develab brings together the expertise, methodology, and diverse tools for D4D. Develab also monitors whether the D4D interventions are in line with the nine principles for digital development (digitalprinciples.org), while at the same time stressing the need for a cost-benefit analysis as well as the importance of complementing D4D with existing and still needed offline strategies.

The quality assurance of Develab also includes some of the following:

- Estimation in real situation of the level and use of 21st century skills (collaboration, creativity, problem-solving, etc.) among the different actors of an intervention;
- Prospection, exploration, active search for locally available resources that can be activated to predict how to implement the support to be considered for results involving D4D;
- Co creation, reflections and collegial defence both in mission and during the many stages of validations of identification document;
- Iterative construction of reference documents for the stages of development, implementation and monitoring of country portfolios (glossary, common references, definitions of indicators, etc.);
- Participation in capitalization, 'Enabel as a learning organisation' as well as internal and external communication.

6.3 Procurement

Procurement will be done according to Belgian procurement rules and regulations.

The procurement of goods and services will be carried out according to Belgian procurement rules and regulations:

- The Law of 17 June 2016 on public procurement;
- The Law of 17 June 2013 on motivation, information and remedies in respect of public contracts and certain works, supply and service contracts, modified by the Law of 16 February 2017;
- The Royal Decree of 18 April 2017 concerning the award of public works, supply and service contracts in the classical sector;
- The Royal Decree of 14 January 2013 establishing the General Implementing Rules of public contracts, modified by the Royal Decree of 22 June 2017;
- Circulars of the Chancellery of the Prime Minister with regards to public contracts.

6.4 Framework cooperation agreements

The "public-public" or "horizontal cooperation" agreements with a public partner may be materialized by Enabel through "cooperation framework agreements" (CFA), and later on, operationalized through "specific cooperation agreements" (SCA).

This type of agreement will be used in case the intervention aims to encourage the public synergies expertise coming from other public institutions, mainly Belgian ones, even if cooperation with a non-Belgian contracting authority is also possible.

In such agreements, the public interest and the concept of 'non-profit' are highlighted. The contracting authorities shall cooperate to jointly ensure the execution of public service missions.

The signing of SCA will follow the internal BTC modalities, which will be communicated to the stakeholders, as for the Grants Agreements.

In this TFF no SCA have been identified but some public partners with whom Enabel has currently signed a CFA, like, among others, FEDICT and the Royal Museum for Central Africa (in charge of the Prize D4D), might be solicited to assist in the implementation of the programme. New CFA can be negotiated if necessary.

6.5 Audit of the D4D Programme

No financial external audit is foreseen at the intervention level. However external audits are planned for the granted projects.

The auditor's reports will be presented to the IU. The project has to elaborate an action plan, in order to improve the project management and to prove that corrective measures have been taken. This action plan will be presented to the IU.

Each year an Audit Committee reviews Enabel's financial statements according to Belgian law. Within this framework, the Audit Committee may carry out an audit of this intervention. The Audit Committee of Enabel may also request that Enabel's internal auditor performs an audit of the intervention.

6.6 TFF modifications

The formal agreement of the Belgian Government is needed for the following changes:

- Modification of the duration of the Implementation Agreement;
- Modification of the total Belgian financial contribution, including total amount set aside for grants;
- Modification of the General and Specific Objective of the intervention.

The following changes to the TFF will have to be approved by the Steering Committee:

- The intervention results and activities and their respective budgets;
- Competences, attributions, composition and tasks of the SC;
- The indicators at the level of the specific objective and the results;
- The mechanism to change the TFF.

7 ANNEXES

7.1 Detailed Budget

BUDGET : BEL 17 071 11 - D4D Programme			Unit	# of units	Unit cost	Total	Year 1	Year 2	Year 3	Year 4	Year 5
A		D4D Programme				8,974,000	745,270	1,835,120	2,671,370	1,984,120	1,738,120
A	01	Result 1: A financing Facility accessible to D4D projects contributing to the achievement of the SDGs is operational				792,600	217,750	167,100	147,750	138,400	121,600
A	01	Operationalise and manage the D4D Facility				558,000	111,600	111,600	111,600	111,600	111,600
		Intervention Manager	man*months	60	9,300	558,000	111,600	111,600	111,600	111,600	111,600
A	01	Develop the intervention website with an online application portal				75,000	55,000	5,000	5,000	5,000	5,000
		Website development	lump sum	1	50,000	50,000	50,000				
		Maintenance & rental of website	year	5	5,000	25,000	5,000	5,000	5,000	5,000	5,000
A	01	Develop a visual identity and organise information campaigns				75,000	25,000	15,000	15,000	15,000	5,000
		Visibility / sensitisation / promotion material / Promotional events	year	5	15,000	75,000	25,000	15,000	15,000	15,000	5,000
A	01	Assess the needs and identify the strategic lines in order to reach high-potentials				20,000	10,000	10,000	-	-	-
		D4D Expertise : Consultancy / Studies	lump sum	2	10,000	20,000	10,000	10,000	-		
A	01	Organise the CIP and the Joint Selection of concept notes				64,600	16,150	25,500	16,150	6,800	-
		D4D Expertise	man*days	76	850	64,600	16,150	25,500	16,150	6,800	
A	02	Result 2: Public entities, social businesses and non-profit organisations have implemented projects providing digital solutions through grants				7,833,700	506,520	1,601,020	2,405,620	1,760,520	1,560,020
A	02	Develop financial guidelines and tutorials for future grantees				25,000	25,000	-	-	-	-
		Tool development	lump sum	1	25,000	25,000	25,000				
A	02	Select the grant beneficiaries (Grant Selection Committee)				114,600	32,000	40,500	42,100	-	-
		D4D Expertise : Consultants	man*days	76	850	64,600	17,000	23,000	24,600		
		Due Diligences	missions	20	2,500	50,000	15,000	17,500	17,500		
A	02	Finance the D4D projects through grants				7,200,000	400,000	1,450,000	2,250,000	1,650,000	1,450,000
		D4D Grant Fund	Grant agreements	26	200,000	5,200,000		650,000	1,450,000	1,650,000	1,450,000
		Women and young people's rights, inclusion and empowerment	Grant agreements	5	200,000	1,000,000	200,000	400,000	400,000		
		Climate smart agriculture	Grant agreements	5	200,000	1,000,000	200,000	400,000	400,000		
A	02	Coordinate the grantees external evaluation and financial audit				118,000	-	29,500	29,500	29,500	29,500
		D4D Expertise : consultancy for evaluations of granted projects		4	8,500	34,000		8,500	8,500	8,500	8,500
		Financial audits of granted projects		12	7,000	84,000		21,000	21,000	21,000	21,000
A	02	Financial management and project monitoring				376,100	49,520	81,020	84,020	81,020	80,520
		D4D Financial Officer	man*months	30	6,170	185,100	37,020	37,020	37,020	37,020	37,020
		Field visit - Project monitoring by Intervention Unit HQ Staff	missions	10	2,500	25,000	2,500	5,000	7,500	5,000	5,000
		SLA Field Grant Financial Controller (10 * 10%)	man*months	51	3,000	153,000	9,000	36,000	36,000	36,000	36,000
		Field visits - Financial Field Officers	missions	26	500	13,000	1,000	3,000	3,500	3,000	2,500

A	03	Result 3: More private actors have access to better financial solutions to implement their investment project				-						
A	03	01 Loan / Equity window by BIO				-	-	-	-	-	-	-
A	04	Result 4: Brokering partnerships and capitalisation result in increased collaboration on D4D				327,500	21,000	67,000	108,000	80,000	51,500	
A	04	01 Facilitate linkages and organise D4D events				152,500	2,500	30,500	58,500	30,500	30,500	
		Events / Regional seminars / Conferences / Hackathon / Speeddates	events	5	28,000	140,000		28,000	56,000	28,000	28,000	
		Mission	missions	5	2,500	12,500	2,500	2,500	2,500	2,500	2,500	
A	04	02 Backstopping and capitalisation on D4D				175,000	18,500	36,500	49,500	49,500	21,000	
		D4D Expertise - Consultancy	lump sum	1	100,000	100,000	10,000	20,000	30,000	30,000	10,000	
		SLA Field staff - project monitoring	man*months	15	3,000	45,000	6,000	9,000	12,000	12,000	6,000	
		Field visit - Project monitoring by D4D HQ Staff	field visit	12	2,500	30,000	2,500	7,500	7,500	7,500	5,000	
A	05	Result 5: Additional funding is raised				20,200	-	-	10,000	5,200	5,000	
A	05	01 Capitalisation on financing D4D to prepare for other funding partners				20,200	-	-	10,000	5,200	5,000	
		Expertise : Consultancy / Studies	lump sum	1	20,200	20,200			10,000	5,200	5,000	
X		Budget reserve*				129,500	25,900	25,900	25,900	25,900	25,900	
X	01	Budget reserve				129,500	25,900	25,900	25,900	25,900	25,900	
X	01	01 Budget reserve			129,500	129,500	25,900	25,900	25,900	25,900	25,900	
Z		GENERAL MEANS				241,500	57,700	46,200	46,200	46,200	45,200	
Z	01	Staff				171,000	34,200	34,200	34,200	34,200	34,200	
Z	01	01 Administrative assistant (half-time)				171,000	34,200	34,200	34,200	34,200	34,200	
Z	02	Investments & running costs				20,500	13,500	2,000	2,000	2,000	1,000	
Z	02	01 ICT & office equipment		3	3,500	10,500	10,500	-	-	-	-	
Z	02	02 Consumables		5	1,000	5,000	1,000	1,000	1,000	1,000	1,000	
Z	02	03 Staff training		2	5,000	5,000	2,000	1,000	1,000	1,000	-	
Z	03	Monitoring and evaluation				50,000	10,000	10,000	10,000	10,000	10,000	
Z	03	01 M&E			50,000	50,000	10,000	10,000	10,000	10,000	10,000	
SUB-TOTAL						9,345,000	828,870	1,907,220	2,743,470	2,056,220	1,809,220	
Management fee						655,000	58,000	133,500	192,000	143,900	127,600	
Total (management fee included)						10,000,000	886,870	2,040,720	2,935,470	2,200,120	1,936,820	

* Costs related to accommodation and fixed costs will be negotiated at the start of the implementation of the programme. The agreed costs will be financed through a reallocation from the budget reserve.

7.2 Enabel 14 partner countries

Africa: Senegal, Mali, Guinea, Burkina Faso, Niger, Benin, Democratic Republic of Congo, Burundi, Rwanda, Uganda, Tanzania, Mozambique, Morocco.

Other: Palestine.

7.3 BIO current scope of countries (subject to update)

Africa: Senegal, Mali, Ivory Coast, Ghana, Guinea, Burkina Faso, Niger, Togo, Benin, Nigeria, Democratic Republic of Congo, Burundi, Rwanda, Cameroon, Angola, Uganda, Tanzania, Kenya, Ethiopia, Zambia, Malawi, Mozambique, Zimbabwe, Madagascar, Morocco, Tunisia, Algeria, South Africa

Latin America: Bolivia, Ecuador, Peru, Paraguay, Colombia, Nicaragua, Honduras, Haiti, Dominican Republic, El Salvador, Guatemala, Brasil

Mekong/Southeast Asia: Vietnam, Laos, Cambodia, Myanmar, Indonesia, India, Bangladesh, Sri Lanka, Nepal, Philippines, Mongolia

Other: Palestine

7.4 Intervention Manager

According to BTC's HR processes, standard job descriptions are to be used. The mission form contextualises the function within the intervention.

7.4.1 Mission Form

Organigram:

- N+1: to be defined. (The N+1 will represent Enabel at the D4D Steering Committee)
- Direct hierarchical responsibility:
 - Number: 2
 - Functions: Administrative Assistant & D4D Financial Officer
- Partners: BIO
- Specificities: The Intervention Manager (IM) will be responsible of the Intervention Unit (IU). In addition to the 2 direct hierarchical positions, he/she will collaborate directly with Develab and ensure smooth interaction with the field. He/she will act as focal point of contact for all internal and external stakeholders, especially with BIO as privileged partner.

Context (points of attention): The IM is based in Brussels

Function:

The standard result area 1 of the IM (see 7.4.2) will be complemented with additional responsibilities related to:

- the standard result area 1 (as Strategy officer) of a Programme Manager
- the standard result area 1 (as an Expert) of a Sector / Thematic Expert

Results area 1: As Strategy officer		Time in %: 10
Create optimal conditions for implementing the programme within the set frameworks and in accordance with the strategy choices and decisions of the steering committee		
in order to achieve the strategic objectives.		
Main tasks:	<ul style="list-style-type: none">• Maintain steering committee relations;• Ensure that the implementation of the programme remains aligned with the strategy choices of the steering committee;• Ensure that the decisions of the steering committee are implemented;• Determine priorities within the programme in accordance with the decisions of the steering committee;• Submit the governance strategies to the steering committee to allow for the optimal implementation of the programme;• Put important issues and risks on the agenda of the steering committee;• Report on a regular basis and in accordance with the Internal Rules of Procedure to the steering committee about the progress of the programme, including the budgetary state of affairs and the achievement of the objectives;• Maintain the relations with other main stakeholders;• Deliver analyses and ideas for the development of future interventions;• Provide evidence of the programme's added value for the development results;• Ensure that the general priorities of international cooperation are complied with (human rights, service delivery, new technologies...).	

Results area 1: As Expert		Time in %: 30
Contribute to the implementation of the programme/intervention by providing inputs for planning, execution, coordination, follow-up and monitoring, and evaluation of activities		
in order to ensure that the results of the programme (outputs – outcomes) are achieved within the set execution deadline.		
Main tasks:	<ul style="list-style-type: none"> • In the matter of planning: <ul style="list-style-type: none"> ○ Analyse the situation and the needs; ○ Determine the activities and outputs in a participatory way; • In the matter of execution: <ul style="list-style-type: none"> ○ Provide the necessary inputs for activities to be organised well; ○ Determine technical specifications when preparing procurement documents; ○ Identify additional technical expertise required for implementing the activities; ○ Contact and establishing relations with all interesting or needed stakeholders; • In the matter of monitoring and evaluation: <ul style="list-style-type: none"> ○ Permanently update information so that it is available at any time, mid-term and end-of-term of the programme/intervention, to the M&E systems and that the performance of the programme/intervention can be measured; ○ Update the factual data to be fed into the decision-making process; ○ Put in place a genuine learning dynamic through permanent monitoring of activities fostering short learning loops; ○ Develop/complete the databases in order to allow for digital and up-to-date management of information; ○ Provide for mechanisms and methods allowing for correct scientific monitoring of results. 	

7.4.2 Job Description

According to BTC's HR processes, standard job descriptions are presented in this TFF. Specificities related to the present intervention are mentioned in *italic between brackets*.

JOB OBJECTIVE

Try to explain the essence of the job in one concise sentence: *What is the purpose of my job? What does it serve for?*

Manage the intervention in order to ensure optimal execution of the intervention – within the set programme framework.

RESULTS AREAS

Results area 1: As member of the programme coordination committee (<i>programme coordination committee to be replaced by steering committee</i>)		Time in %: 0
Provide necessary contributions		
in order to optimise programme execution.		
Main tasks:	<ul style="list-style-type: none"> • Mainstream the transversal themes in the interventions; (<i>themes of CfP</i>) • Provide information for the further development of programme strategy choices, methods and tools; • Contribute to the meetings of the extended Programme coordination; (<i>steering committee</i>) • Support the Programme Manager with promoting the Programme strategy in line with steering committee decisions; (<i>not applicable</i>) • Develop stakeholder participation in the intervention area in line with the Programme's stakeholder strategy; • Notify Programme management of synergies with other intervention within the Programme. (<i>Notify Steering Committee of synergies with other interventions within the Belgian Cooperation</i>) 	

Results area 2: As Intervention manager		Time in %: 25
Manage the operational and financial planning		
in order to ensure a smooth start-up, progress and the results of the intervention.		
Main tasks:	<ul style="list-style-type: none"> • Start up and close the intervention with attention for proper planning and decision making and good representation of stakeholders; • Elaborate the multi-year planning, in consultation with Programme coordination (<i>steering committee</i>) and with the partner as per agreements; • Determine, in consultation with the partner (<i>steering committee</i>), realistic change objectives throughout the results chain (which products, which mutually related transition/change management activities); • Elaborate the operational and annual planning; • Ensure the evaluation system is followed up; • Plan and organise the needs for internal and external expertise; • Manage the main risks and opportunities and take preventive and corrective measures. 	
Results area 3: As Intervention coordinator		Time in %: 20
Coordinate the activities and ensure their execution, in compliance with set arrangements and procedures		
in order to achieve the intervention objectives.		
Main tasks: To be included in the above:	<ul style="list-style-type: none"> • Monitor the activities and regularly report on the state of progress; • Ensure the administrative and financial monitoring of the Belgian contribution to the intervention in accordance with applicable arrangements and procedures; • Mainstream the transversal and priority themes in the interventions; • Be the primary contact person for the stakeholders of the intervention, including the Programme coordination (<i>steering committee</i>). 	
Results area 4: As Knowledge manager		Time in %: 10
Coordinate the knowledge building process and ensure that the results thereof are disseminated		
in order to ensure a knowledge-based (<i>D4D</i>) programme approach.		
Main tasks:	<ul style="list-style-type: none"> • Stimulate a methodological learning approach (action-research); • Contribute to the reflections on strategy choices, methods and instruments of the (<i>D4D</i>) Programme; • Participate in the Extended Coordination meetings of the Programme (<i>not applicable</i>). • Ensure knowledge sharing with intervention stakeholders. 	
Results area 5: As People manager		Time in %: 5
Lead the team of which one is the hierarchical supervisor		
in order to have qualified and motivated staff.		
Main tasks:	<ul style="list-style-type: none"> • Put in place an appropriate organisation in terms of roles and responsibilities • Ensure that the roles and procedures which the head office has determined are respected; • Determine the objectives and priorities of the staff members; • Contribute to the recruitment of staff members; • Motivate, coach and follow up staff members; • Create an atmosphere of trust and accountability; • Develop the competencies of co-workers; • Promote a positive internal atmosphere and manage conflicts within the entity. 	
Results area 6: As Facilitator (<i>not applicable</i>)		Time in %: 0
Capacity development of partner entities		
in order to contribute to the improvement of their organisation, processes and systems and of their staff's competencies.		
Main tasks:	<ul style="list-style-type: none"> • Assess the maturity of management of partner entities; • Advise partner entities on actions to be taken to improve their management as well as how to implement these actions; • Facilitate the change process; • In association with the partners, adapt the organisational structure, optimise the processes, improve the systems and strengthen staff competences. 	
Results area 7: As member of the Formulation team (<i>not applicable</i>)		Time in %: 0
Provide the necessary inputs in his/her area of expertise		

in order to contribute to the production of the Technical and Financial File.	
Main tasks:	<ul style="list-style-type: none"> ○ Contribute to the development of the preparation scenario: method, planning, budget, team; ○ Contribute to actions and products outlined in the formulation scenario, such as missions, consultative meetings, studies, aide-mémoire and chapter of the Technical and Financial File.

POSITIONING

Whose subordinate are you? (Whom do you report to?)	EST
Who do you supervise?	<p>Number of direct co-workers the jobholder supervises hierarchically: variable (maximum 8): 2</p> <p>Functions: D4D Financial Officer, Administrative Assistant</p> <p>Number of indirect co-workers the jobholder supervises hierarchically: 0</p> <p>Functions: -</p> <p><u>=>Total number of hierarchically subordinate workers: 2</u></p>

AUTONOMY

Entitled to decide independently on the following: (without explicit consent of the supervisor)	<ul style="list-style-type: none"> • Methodology • Organisation of one's own work • Proactive actions to manage daily problems and risks
Authorisation from the management is required for the following:	<ul style="list-style-type: none"> • Implementation of new instruments, procedures, processes • Actions pertaining to major problems or risks • Matters with a budgetary impact • Decisions that have a general impact on BTC/ the programmes/ interventions... • Decisions that exceed the scope of the function

DIPLOMA AND/OR LEVEL OF EDUCATION REQUIRED FOR THE JOB

Is a specific level of education or degree required to perform the job?

Master

EXPERIENCE REQUIRED FOR THE JOB

Is a number of years of relevant professional experience required to perform the job? Is a certain general experience required, for instance, within a certain sector? It concerns the experience required to perform the job independently.

<ul style="list-style-type: none"> • At least 5 years of relevant experience in steering interventions/projects and international cooperation; experience with more than one intervention/project is an advantage; • At least 5 years of relevant experience in the specific area of expertise • Experience in managing a Grant Facility.
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TECHNICAL SKILLS REQUIRED FOR THE JOB

The technical or organisation-specific knowledge and skills required to perform the job successfully (for instance, languages, programming languages). Please indicate both the degree of specialisation (depth) and the diversity (width) of the required technical expertise.

- Broad and in-depth insight in all aspects of development cooperation
- Thorough knowledge of project management methodologies
- Thorough knowledge of the specific area of expertise (sector/theme)
- French, Dutch, English, Spanish, Portuguese – depending on the need; local languages where relevant

INNOVATION

Please indicate to what extent the jobholder is expected to bring improvement, achieve further development or initiate new development in his/her job.

Normal level of innovation.

What is being developed? (working method, procedures, products...)

Procedures, processes, Internal rules of procedure

What can the jobholder rely on to introduce these improvements or developments?

On the job training – Personal experience and experience of co-workers – Specialised literature – Training – Internal coaching – Networking

7.5 Administrative assistant (50%)

7.5.1 Standard job description

According to BTC's HR processes, standard job descriptions are presented in this TFF. Specificities related to the present intervention are mentioned in *italic between brackets*.

OBJECTIVE OF THE FUNCTION

Try to explain the essence of the job in one concise sentence: What is the purpose of my job? What does it serve for?

Provide administrative and organisational support to the EST department in order to facilitate the accomplishment of daily tasks and achieve the department's objectives.

RESULTS AREAS

Results area 1: As Correspondence administrator	
Manage the department's mail	
in order to ensure efficient follow-up and the administrative memory within the department.	
Main tasks:	<ul style="list-style-type: none"> Put in place a processing, distribution and archiving system for the department's incoming and outgoing mail and manage this system (in consultation with the Directorate). Follow up and archive signatories' map documents signed by the Middle Manager. Invoicing of expert missions: focal point for receiving invoices at EST level and follow-up of payments. Writing of standard mails.
Results area 2: As Assistant managing the MM agenda and organiser of meetings	
Ensure the organisation of department meetings in consultation with the interested parties and follow up the agenda of the Middle Manager	
in order to ensure efficient administrative and logistical support of the department.	
Main tasks:	<ul style="list-style-type: none"> Help with the management of the Middle Manager's agenda (contact point for all other BTC and outside departments). Send invitations for the weekly meetings of the EST department, preparation and dissemination of the agenda, logistical organisation (meeting room, equipment, etc.); make preparatory documents available to participants. (<i>Steering and Selection Committees</i>) Send invitations for the Advisory committee meetings, preparation and dissemination of the agenda, logistical organisation (meeting room, equipment, etc.), make preparatory documents available to participants and keep a meeting follow-up file and an attendance file. (<i>Steering and Selection Committees</i>) Organisation of all other meetings within the department.
Results area 3: As Minutes' secretary:	
Ensure reporting of the department's meetings	
in order to allow for adequate sharing and archiving of information within the department.	
Main tasks:	<ul style="list-style-type: none"> Minutes-taking and submission of (draft) reports of the department's (<i>D4D Programme</i>) meetings to the persons concerned. Finalisation, dissemination and archiving of reports of department meetings (<i>D4D Programme</i>). Minutes-taking and submission of (draft) reports of the Advisory committee meetings to the persons concerned. (<i>Steering and Selection Committees</i>) Finalisation and archiving of reports of the Advisory committee meetings. These reports must be drawn up within deadlines to promote quality communication between EST, other BTC Brussels departments and the BTC Representations in the fields and the consultants. (<i>Steering and Selection Committees</i>)
Results area 4: As Database and documentation administrator	
Ensure the storage and dissemination of relevant and reliable information and documents serving the department's need	
in order to allow smooth access by the department to needed information and to disseminate it.	
Main tasks:	<ul style="list-style-type: none"> Follow-up and update of project databases (PIT, etc.). Regular production of statistics and reports (duration of formulation, sector analysis and

	<ul style="list-style-type: none"> thematic analysis of projects, etc.). Follow-up, update and functioning of expert databases (in correlation with Human Resources Directorate). Propose possible adaptations to the tools used in view of improving efficiency. Design a follow-up file to source short-term external expertise (at all stages of the project cycle). Improve the existing classification and archiving system. Classify and archive (also digitally) documentation of all kinds of the department (meeting minutes, mission orders, various documents, etc.). Update the department's documentation tools (EST drive, CD-ROM, etc.). Reproduction and dissemination of tools to ensure their visibility.
Results area 5: As Support to the department's internal organisation	
Ensure centralisation of demands and information on the availability of the department's members	
in order to optimise the tasks performed by the department's members.	
Main tasks:	<ul style="list-style-type: none"> Manage the department's attendance calendar (enter days of leave, outside meetings and missions in the central planning calendar, etc.). Centralisation and processing of requests and mission orders. Administrative coordination of certain missions organised by the department (elaboration and follow-up of mission orders, visa requests, expense reports...) <i>(Support to the D4D Financial Officer in its communication with the field Grant Financial Officers and the funded projects)</i>
Results area 6: As Contact person	
Centralise internal and external calls, gather the demands to the department and ensure hosting	
in order to help the department's members, other Directorates and external persons to obtain the desired information, and thus support the image of a high-quality service.	
Main tasks:	<ul style="list-style-type: none"> Ensure the department's telephone permanence and the follow-up of demands. Ensure hosting at the department's level.
Results area 7: As Public procurement assistant (<i>Calls for Proposals</i>)	
Provide administrative support in the management of public contracts	
in order to contribute to the optimal respect of rules and procedures in this domain.	
Main tasks:	<ul style="list-style-type: none"> Publication of public contracts on BTC's website for EST advisors. (<i>dissemination of Calls for Proposals</i>) Occasional help with the launch of Calls at the EST level and with the follow-up of public contracts. Centralisation of demands/answers for the Court of Audit. Participation to the weekly 'public procurement' group meetings.
Results area 8: As Support to various tasks	
Support the EST department for any useful task	
in order to contribute to the proper functioning of the department.	
Main tasks:	<ul style="list-style-type: none"> Layout documents and presentations; proofread texts (grammar and orthography). Overall administrative support of the department (photocopies, scanning documents, CD-writing, etc.). Support to the organisation of various events.
Results area, if process owner: As Process manager	
Manage the processes	
in order to continuously improve the processes.	
Main tasks:	<ul style="list-style-type: none"> Document: describe the process and the activities that are part of it, describe the rules that have to be respected in the implementation of a process (or have them described). Manage: guarantee the coordination of the activities that are part of the process, guarantee the realisation of the objectives, keep an eye on the interface with other processes. Control: guarantee the respect for rules, adopt risk prevention measures, participate to process audits. Measure: guarantee the good progress of the process on the basis of performance indicators. Summon the process reviews. Adapt: bring about modifications to the process following an internal/external change in the

	<p>environment.</p> <ul style="list-style-type: none"> • Improve: make changes to the process in order to increase the effectiveness/efficiency. • Update the documentation: take into account the adaptations and/or improvements brought about to the process. • Communicate about and train on the process. »
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POSITIONING

Whose subordinate are you? (whom do you report to?)	Middle Manager EST or any other person appointed by MM within the department
Who do you supervise?	<p>Number of direct co-workers the jobholder supervises hierarchically: 0</p> <p>Functions:</p> <p>Number of indirect co-workers the jobholder supervises hierarchically: 0</p> <p>Functions:</p> <p>=>Total number of hierarchically subordinate workers: 0</p>

AUTONOMY

Entitled to decide independently on the following: (without explicit consent of the supervisor)	<ul style="list-style-type: none"> • Organisation of one's own work.
Authorisation from the management is required for the following:	<ul style="list-style-type: none"> • Any decision that has consequences for the department and that goes beyond one's regular tasks...

DIPLOMA AND/OR LEVEL OF EDUCATION REQUIRED FOR THE JOB

Is a specific level of education or degree required to perform the job?

Bachelor degree (preferably in communication or office management, or equivalent through experience)

EXPERIENCE REQUIRED FOR THE JOB

Is a number of years of relevant professional experience required to perform the job? Is a certain general experience required, for instance, within a certain sector? It concerns the experience required to perform the job independently.

2 years of experience in managing administrative tasks

TECHNICAL SKILLS REQUIRED FOR THE JOB

The technical or organisation-specific knowledge and skills required to perform the job successfully (for instance, languages, programming languages). Please indicate both the degree of specialisation (depth) and the diversity (width) of the required technical expertise.

- Very good knowledge of French and Dutch.
- Very good knowledge of Office (Word, Excel, Access, PowerPoint) and knowledge of database management.

INNOVATION

Please indicate to what extent the jobholder is expected to bring improvement, achieve further development or initiate new development in his/her job.

In accordance with the department's activities.

What is being developed? (working method, procedures, outputs...) What are the consequences?

Can provide suggestions to improve the work methods in the department.

What can the jobholder rely on to introduce these improvements or developments?

Training, personal knowledge, experience.

7.6 D4D Financial Officer (50%)

7.6.1 Job Description

JOB OBJECTIVE

The D4D Financial Officer is responsible for the financial and administrative management of the D4D programme & funded projects.

The job objective is to ensure correct management of the funds by

- Improving the specific project's operational framework (procedures, management tools)
- Informing and training the D4D Programme team and the Steering Committee on the operational framework
- Managing the risks (risk identification, evaluation, measures)
- Ensuring that contracts and procedures are respected
- Ensuring the efficient and effective use of budgets

Providing solutions for financial issues and risks and for facilitating decision-making

Guaranteeing correct, exhaustive and timely reporting to the various stakeholders

Strengthening the capacities of the project team and partner agencies (BIO) in the field of financial reporting

RESULTS AREAS

Result area 1: As Manager		Time in %: 10
Person responsible for the financial management of the programme		
in order to ensure that the risks are managed and the objectives achieved		
Main tasks :	<ul style="list-style-type: none"> • Follow up the compliance with guidelines and procedures and take action where necessary • Elaborate the financial operational manual • Contribute to the elaboration of the programme operational manual • Identify and evaluate risks • Elaborate and take preventive or corrective measures • Follow up the evolution of risks and the implementation of risk measures • Elaborate financial reports for the Steering Committee 	
Result Area 2: As financial expert		Time in %: 25
Backing and support of D4D Grant Facility financial management		
Main tasks :	<ul style="list-style-type: none"> • Provide assistance to the financial organisation of Calls for Proposals (CFPs) (internal control measures, choice of procedure, control mechanisms...) • Coordinate the overall financial management of the grants by Enabel field offices • Provide the necessary backstopping to the field offices for ensuring a homogenous financial management of the Grants throughout Enabel's representations • Offer solutions for specific financial problems • Assist in the processing of payments to institutions in order to prevent any inefficiency or delay in the execution of the Grants Agreements. 	
Result Area 3: As manager of audits		Time in %: 5
Management of audits		
in order to ensure that audits create added value and that the audit recommendations lead to real improvements.		
Main tasks :	<ul style="list-style-type: none"> • Elaborate action plans pertaining to external audits of granted projects and monitor their implementation • Plan local external audits • Elaborate terms of reference for local external audits • Follow up and support audits • Monitor the realisation of action plans 	
Result Area 4: As Procurement, contracts and logistics officer		Time in %: 10
Management of procurements		
in order to ensure that procedures are respected.		
Main tasks :	<ul style="list-style-type: none"> • Draft tender plan • Coordinate procurement processes 	

	<ul style="list-style-type: none"> • Ensure management and control of grant contracts • Supervise management of equipment, vehicles and infrastructure • Define and justify the financial implementation modalities of CFPs • Follow up financial aspects of CFPs and take action to mitigate the risks
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POSITIONING

Whose subordinate are you? (Whom do you report to?)	D4D Intervention Manager (50%)
Who do you supervise?	Number of direct co-workers the jobholder supervises hierarchically : 0 Functions: Number of indirect co-workers the jobholder supervises hierarchically : 0 Functions: => Total number of hierarchically subordinate workers:

AUTONOMY

Entitled to decide independently on the following: (without explicit consent of the supervisor)	<ul style="list-style-type: none"> • Organisation of one's own work • Proactive actions to manage risks and solve problems except in case of important problems and risks • Validation of budgets
Authorisation from the management is required for the following:	<ul style="list-style-type: none"> • Definition of implementation modalities • Actions pertaining to major problems or risks

DIPLOMA AND/OR LEVEL OF EDUCATION REQUIRED FOR THE JOB

Is a specific level of education or degree required to perform the job?

Bachelor in applied economics or finances.

EXPERIENCE REQUIRED FOR THE JOB

Is a number of years of relevant professional experience required to perform the job? Is a certain general experience required, for instance, within a certain sector? It concerns the experience required to perform the job independently.

- At least 5 years of professional experience in financial management
- Every experience in auditing and risk management is an important asset
- Experience in international context

TECHNICAL SKILLS REQUIRED FOR THE JOB

The technical or organisation-specific knowledge and skills required to perform the job successfully (for instance, languages, programming languages). Please indicate both the degree of specialisation (depth) and the diversity (width) of the required technical expertise.

- Good knowledge of the standard IT applications
- Fluency in written and spoken English and French. Other languages spoken on the African continent are considered as an asset, as is knowledge of Dutch.
- Very good knowledge of financial management
- Knowledge of public procurement

INNOVATION

Please indicate to what extent the jobholder is expected to bring improvement, achieve further development or initiate new development in his/her job.

Normal improvements

What is being developed? (working method, procedures, outputs...)

Guidelines.

What can the jobholder rely on to introduce these improvements or developments?

On the job training, training, coaching and private study.

7.7 Field Grant Financial Controller – Terms of Reference²²

The Field Grant Financial Controller role will be covered by existing financial field staff. The country office will decide who will take up this role given staff availability. As it is not a function in itself but a role, the terms of reference taken from the Grant Management Guidelines are presented in place of a job description.

Objective of the function

As part of the D4D Programme, under the supervision of the Resident Representative and the D4D Financial Officer (HQ), the duties of the Grant Financial Controller include ensuring:

- Compliance with the Grant Agreements concluded with the funded projects (grantee) and effective management of Belgian public funds allocated under the D4D Programme;
- Compliance with Enabel rules and regulations of financial processes, financial records and reports, implementation of the effective internal control framework.
- Improvement of the partners' capacity for administrative and financial management and enabling those who need it to become autonomous and absorb the financial support that the D4D Programme puts at their disposal;
- The analysis and application of the contribution in financial and logistical resources under the Grant Agreements and of the funding requests approved by the D4D Programme.

Positioning

Subordinated functionally to the D4D Financial Officer.

Result area 1: Auditor/Controller

In order to ensure compliance with the Grant Agreements concluded with the grantee and the effective management of Belgian public funds allocated under the D4D Programme.

Ensure that the grantees' reporting deadlines are observed in accordance with the requirements of the Grant Agreements:

- Conduct field visits to ensure compliance with the accounting and financial rules of procedure as described in the agreements;
- Carry out comprehensive controls of supporting documents and draft a recommendations report for the grantee;
- Prepare and support the grantees' external (administrative and financial) audits.

Result area 2: Administrative and Financial Manager

In order to analyse and apply the contribution in financial and logistical resources under the Grant Agreements and the funding requests approved by the D4D Programme:

- Contribute to the specification of procedures concerning the financing, management and control of funds made available to grantees. Propose and set up the necessary tools;
- Participate in the execution of the Grant Agreements between the grantees and the D4D Programme, in accordance with the procedures in force;
- Assist in maintaining of proper control of the supporting documents for payments and financial reports;
- Assist in the follow up with partners and beneficiary institutions on financial matters concerning the intervention funds;
- Ensure all required documents are attached to payments and financial reports;

²² This job description is taken from Enabel's Grant Management Guidelines.

- Work closely with the D4D Financial Officer to coordinate financial issues;
- Ensure proper and timely coordination and communication between beneficiary institutions and the intervention management;
- Participate in financial programming in connection with the scheduling of disbursements for activities under his/her responsibility;
- Support the grantees in the management of funds allocated under the D4D Programme, in accordance with the procedures in force and in particular;
- Examine the grantees' funding and/or disbursement files and advise on compliance with Grant Agreement requirements for the release of funds;
- Support the grantees in following up on the recommendations of external auditors.

Diploma and/or level of education required for the function

Hold a university-level diploma in administrative and financial management or in economics or in accounting or a similar field.

Experience required for the function

- Prior work experience of 5 years minimum in administrative and financial management and/or in management auditing and control, 3 years of which must be with an organisation (international NGO, consultancy, donor) working within the development sector or within bilateral or multilateral aid;
- Must have experience and skills in auditing, for the analysis of the systems in place at our partners' and for monitoring of funds awarded;
- Must have experience and skills in education, for training to be given.

Technical knowledge required for the function

- Excellent knowledge of Enabel procedures;
- Proficiency in computer skills, in particular Excel and Word;
- Excellent command of the French language;
- Knowledge of the principles of procurement is an advantage.

Other skills required for the function

- Be capable of working in a team;
- Be highly organised, independent;
- Ability to summarize;
- Have very good communication and diplomacy skills;
- Have very good writing skills (recommendation reports, mission reports, etc.)
- Have very good analytical and problem-solving skills;
- Have some level of flexibility in work organisation given the specific context of the intervention;
- Be capable of working under pressure.