



BELGO-UGANDAN STUDY AND CONSULTANCY FUND

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Table of contents

1	Project sheet	4
2	Brief factual overview	5
3	Overview of activity planning	6
	3.1 <i>Table 1 Activity overview</i>	6
	3.2 <i>Analysis of activity planning (1 page)</i>	8
	3.2.1 Comparison of current situation (year N) with planning (year N-1).....	8
4	Financial overview	9
	4.1 <i>Table 2 Overview of expenditure versus financial planning</i>	9
	4.2 <i>Analysis of financial planning (1 page)</i>	11
5	Monitoring of the indicators	12
6	Assessment of monitoring criteria	12
	6.1 <i>Efficiency</i>	12
	6.2 <i>Effectiveness</i>	12
	6.3 <i>Sustainability</i>	13
7	Measures and recommendations	14
	7.1 <i>Overview of the assessment criteria</i>	14
	7.2 <i>Recommendations</i>	14
8	Planning for the upcoming year (Year N+1)	15
	8.1 <i>Activity planning year N+1</i>	15
	8.2 <i>Financial planning year N+1</i>	16
9	Conclusions	17
	9.1 <i>Activities and Finance</i>	17
	9.2 <i>Monitoring criteria</i>	17
	9.2.1 Efficiency.....	17
	9.2.2 Effectiveness	17
	9.2.3 Sustainability	17
	9.3 <i>Advice of the JLCB on the recommendations</i>	17
	9.3.1 Recommendations on activity planning	17
	9.3.2 Recommendations on financial planning	18
	9.3.3 Recommendations on Logical Framework	18
	9.3.4 Other recommendations	18
10	Annexes	19
	10.1 <i>Tracking Gantt view / Activities</i>	19

<i>10.2 Baseline report / Activities (AdeptTracker) N/A</i>	<i>19</i>
<i>10.3 Measuring indicators N/A</i>	<i>19</i>
<i>10.4 Checklist efficiency</i>	<i>19</i>
<i>10.5 Checklist effectiveness</i>	<i>19</i>
<i>10.6 Checklist sustainability</i>	<i>19</i>
<i>10.7 Input in PIT</i>	<i>19</i>
<i>10.8 Logical framework year N/A</i>	<i>19</i>
<i>10.9 Overview public contracts</i>	<i>20</i>

1 PROJECT SHEET

Reference documents

The study and consultancy fund is based on implementation agreement between DGDC and BTC and specific agreement which outlines the implementation modalities. Its set up did not require an operational technical and financial file to be developed. Since it involves a series of studies, for each study a detailed proposal with estimated budget is developed. It is against this proposal and budget in line with the specific agreement that the implementation is based.

Project objective and results

The objective of this study fund is to finance consultancies in the framework of the Belgo-Ugandan Development Cooperation including identification, preparation and follow-up studies of projects and programs, investigations, missions, seminars and services.

The main results are the study reports which are owned and utilised by the beneficiary Institutions

Location: Kampala, Uganda

Target groups

The only beneficiaries of the Fund are line Ministries and Government Agencies of Uganda. The use of this fund is proposed through the ministries and Agencies to the Embassy of Belgium and the Ministry of Finance, Planning & Economic Development (MoFPED), who jointly approves the proposed studies and their budgets.

Budget

Original budget (co-managed)	750,000 EUR
(regie)	67,500 EUR
Additional Budget	500,000 EUR
Total budget	1,317,000 EUR

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2 BRIEF FACTUAL OVERVIEW

The Joint Committee on direct bilateral cooperation between Belgium and Uganda that was held in Kampala on 7th November 2008 defined the Indicative Development Cooperation Program (IDCP) for direct bilateral cooperation between Uganda and Belgium for the period 2009-2012, and the framework of its implementation.

The Belgo-Ugandan Study and Consultancy Fund was allocated additional budget of 2 mio Euros and will concentrate its studies and consultancies on the sectors of health and education. The scope of the fund will be extended to include also short term expertise for these two ministries and for the Ministry of Finance, Planning and Economic Development for activities related to the implementation of the Paris Declaration in Uganda.

The specific agreement for the study fund is valid till 8th August 2009, will be extended for 4 years, with an additional budget of 2 mio Euros.

3 OVERVIEW OF ACTIVITY PLANNING

3.1 Table 1. Activity overview

Title	Duration	Sector	Institution	Consultant	Status
Support the Development of a Long Term Plan for Training and Development of Staff in the Local Government Sector	March 2006- June 2008	Local government Capacity building (MoLG)	Ministry of Local Government (MoLG)	Winsor Consult LTD	complete
Support the Re-organization of MoLG's Directorate of Local Governments Administration and Inspection	March 2006- June 2008	Local government (MoLG)	Ministry of Local Government (MoLG)	Business Synergies	complete
Support the Development of a Strategy for Promoting Investment and Local Economic Governments in Uganda	March 2006- June 2008	Social Economy, Local Economic Development (MoLG)	Ministry of Local Government (MoLG)	Mentor Consult LTD	complete
Development of an Environmental Sensitivity Atlas of the Albertine Graben in Uganda	January 2007- December 2008	Environment	Ministry of Water and Environment	AGRER s.a.n.v	complete
Sensitization Workshop for the Belgo-Ugandan Study and Consultancy Fund	September 2007-August 2009	Administration	Ministry of Finance	N/A	on going
Consultancy for an integrated information and document management system for Education Service Commission (ESC)	September 2007-Dec 2008	Education	Education Service Commission	ICT consult (phase I)	Phase I complete, Phase II on going
The Impact of the Energy Supply Shortfall on the Uganda Economy	November 2007- Dec 2008	Administration	Ministry of Finance	N/A	on going
Capacity building on public procurement and disposal	November 2007- Dec 2008	Procurement	PPDA	N/A	On going
The review of the supervision mechanism in the Health Sector	February 2008	Health	Ministry of Health (MoH)	Quality Health International	complete
A study of client satisfaction with the Health services	February 2008	Health	Ministry of Health (MoH)	Child Health and development centre	complete
The evaluation of the impact of decentralisation of health services	February 2008	Health	Ministry of Health (MoH)	Not yet selected	on going
ENR and climate change studies on PEAP revision process and formulation of the new 5 year National development plan	March 2008	Environment	Ministry of Water and Environment	Four consultants	on going
Study on data collection on donor assistance at grass root level in Districts	May 2008	Public finance	Ministry of Finance	Winsor Consult	on going

Belgian Technical Cooperation

level in Districts							
Study to review the aid management manual	May 2008	Public finance	Ministry of Finance	DMCI	On going		
Support to the Joint Action Forum (JAF) 14 of African programme for Onchocerciasis Control (APOC) conference	December 2008	Health	Ministry of Health (MoH)	N/A	Yet to start		
Health Facility Survey: Assessment of the Management of Resources for Health in Uganda	July 2008	Health	Ministry of Health (MoH)	Not yet selected	Yet to start		

3.2 Analysis of activity planning (1 page)

3.2.1 Comparison of current situation (year N) with planning (year N-1)

The study fund planning is based on prior approved studies within the planning quarter, however within the year a number of new studies may be approved and implemented.

Out of sixteen studies implemented in 2008, eight were new studies. Seven of them were successfully completed by the end of the reporting period and two studies did not take off.

During this reporting period a number of studies were implemented on time due to commitment from the beneficiary institution on the studies reflecting their importance. However, few studies still experienced challenges mainly during the procurement of consultants which caused delay in implementation. These challenges are e.g.

- the beneficiary institution do not understand the implementation modalities of the study fund notwithstanding briefing by BIC, such as negotiating for the fund to be transferred to the accounts of the beneficiary institution;
- supervising officers from beneficiary institutions not being familiar with procurement procedures;
- conflict of interest during the procurement process.

4 FINANCIAL OVERVIEW

4.1 Table 2. Overview of expenditure versus financial planning

Title	mode	Currency in '000 EUR				Risk	
		Budget 2008 in Q4 2007 FP	Expenditure in 2007	Expenditure in 2008	Available Balance for 2008		
Support the Development of a Long Term Plan for Training and Development of Staff in the Local Government Sector	cogestion	22	21.49	17.5156	4.4844	79.6	low
Support the Re-organization of MoLG's Directorate of Local Governments Administration and Inspection	cogestion	25	8.417	20.6488	4.3512	82.6	low
Support the Development of a Strategy for Promoting Investment and Local Economic Governments in Uganda	cogestion	17	30.3	10.304	6.696	60.6	medium
Development of an Environmental Sensitivity Atlas of the Albertine Graben in Uganda	cogestion	63	1.523	59.098	3.902	93.8	low
Sensitization Workshop for the Beligo-Ugandan Study and Consultancy Fund	cogestion	4	2.01	6.03	-2.03	150.8	high
Consultancy for an integrated information and document management system for Education Service Commission (ESC)	cogestion	55	0.855	18.7855	36.2145	34.2	high
The Impact of the Energy Supply Shortfall on the Uganda Economy	cogestion	56	2.045	35.829	20.171	64.0	medium
Capacity building on public procurement and disposal acts	cogestion	126	0	124.432	1.568	98.8	low
The review of the supervision mechanism in the Health Sector	cogestion	0	0	35.996	-35.996		
A study of client satisfaction with the Health services	cogestion	0	0	40.38	-40.38		
The evaluation of the impact of decentralisation of health services	cogestion	0	0	7.321	-7.321		
ENR and climate change studies on PEAP revision process and formulation of the new 5 year National development plan	cogestion	0	0	14.272	-14.272		

Belgian Technical Cooperation

Study on data collection on donor assistance at grass root level in Districts	cogestion	0	0	0	0	0	
Study to review the aid management manual	cogestion	0	0	0	0	0	
Support to the Joint Action Forum (JAF) 14 of African programme for Onchocerciasis Control (APOC) conference	cogestion	0	0	0	0	0	
Health Facility Survey: Assessment of the Management of Resources for Health in Uganda	cogestion	0	0	0	0	0	
Technical expertise	Regie	5	2.045	7.39575	-2.39575	147.9	
Expenses of other studies completed in 2006	cogestion	0	50.265	0	0	0	
Total budget/expenditure		368	118.95	398.008	75.3571	108.2	low

4.2 Analysis of financial planning (1 page)

As seen from table 2, studies with zero budgets in the column of “budget 2008” in the financial planning done in the fourth quarter 2007 indicate that at the time of this planning, these studies were not yet approved. These are studies that were approved within 2008. Since each study is independent of the other, the most important is to compare total expenditure in 2007 with that of 2008 to be able to make proper analysis.

There has been tremendous improvement in the utilization of study fund with expenditure in 2008 tripling the amount spent in 2007. The financial planning for 2008 was realistic and at the end of 2008, 108% execution rate was realized including the unforeseen expenditures from the new studies. Apart from study with Education Service Commission (ESC), there were no remarkable deviations in financial planning for all the remaining studies falling within the low risk brackets.

The main cause of the deviation for ESC study is related to delay in procurement of services and supplies. The causes of the delays were threefold;

- Lack of technical capacity of the ESC caused a delay because the original terms of reference were not clear at the launch of the procurement. The tender process was cancelled and re-launched with revised bidding document.
- Supervising officer from ESC showed lack of knowledge of procurement
- There were indications of possible conflict of interest. ESC wanted to go for direct procurement where competition is possible and it is not a monopoly.

Since approval of study fund is unpredictable, some new studies that were not originally planned for 2008 were approved and implementation launched. The consultant carrying out a study on impact on Decentralization under MoH has not respected the contract period and the study is now overdue with four months. On the other hand, some of the studies did not have expenditures in 2008.

Generally, the financial realisation has been possible due to improved efficiency in both implementation of the studies and fund disbursement.

5 MONITORING OF THE INDICATORS

The set up of the study and consultancy fund did not contain technical and financial file being developed. This therefore means no logical framework was developed. However the objective of this project was very clear on the results to be achieved. Therefore the assessment of the monitoring criteria below was based on this understanding.

6 ASSESSMENT OF MONITORING CRITERIA

6.1 Efficiency

To determine the efficiency of the study fund is difficult given the design and set up of the project. The study fund does not have operational document in place and therefore lacks logical framework. In addition, the design of study fund does not warrant a baseline survey and therefore the project has neither developed nor implemented an effective monitoring and evaluation plan to determine the efficiency and effectiveness of the project interventions. This report therefore determines monitoring criteria at different levels of implementation.

Most of the studies have been successfully implemented within the proposed timeframe. This is because beneficiary institutions are able to develop well elaborated terms of reference for the study; and have commitment in implementation of activities and follow up of results. There is also improvement in understanding the implementation modalities of study fund by the beneficiary institution. This will further be enhanced after establishment of well documented implementation guideline manual. The current experienced delays are mainly during procurement of consultants arising from lack of guidelines to be followed.

The quality of the study reports produced have continued to be of high standards. The quality of the outputs is being controlled by the beneficiary institutions and where necessary BTC has supported using external consultants to provide specific technical expertise.

In order to improve further the efficiency of the project, the cost estimation during the development of the proposals should be realistic drawing from the pass studies.

6.2 Effectiveness

The beneficiaries include line ministries and government agencies. The institutions that have benefited so far include Ministry of Water and Environment (MoWE), Ministry of Health (MoH), Ministry of Local Government (MoLG), Ministry of Education and Sports (MoES), Ministry of Finance Planning and Economic Development (MoFPED), Uganda Bureau of Statistics (UBOS), Public Procurement and Disposal Authority (PPDA) and Education Service Commission (ESC) who are involved in Belgo-Uganda Development cooperation activities. These institutions request for funding by submission of study proposals and after the approval of the studies, implementation is carried out in collaboration with BTC. These institutions are involved in

monitoring the contract and ensuring that results of high quality are achieved. All the studies are priority areas and the results are owned and utilised by these institutions.

The study and consultancy fund has supported government of Uganda institutions in preparation of new projects, evaluation of projects, development sector investment plans, development of government systems and capacity building. It has also supported the development of strategies for promoting new government initiatives e.g local economic development. The results of these studies have enabled government to produce quality identification documents, sector investment plans and strategies have directed government on priority areas of sector expenditures that have been incorporated into budget framework paper. From the strategies, the government of Uganda is developing policy documents

The beneficiary institutions are aware about the availability of funding and the procedures for accessing the study fund. There has been great improvement in the quality of the proposals being received leading to increased number of studies being approved and implemented.

6.3 Sustainability

The study and consultancy fund by design is sustainable. The study proposals are generated by the beneficiary institutions to target specific area of interest for which these institutions lack technical capacities. It is well integrated within the institutions' mandate and portfolio to bridge the gap in the policies, strategies, investment plans or processes. The study funds have also been used to operationalise government policy and draw up strategies for implementation.

This project is designed to strengthen the capacities of the beneficiary institutions enabling them to produce quality documents that will enhance policy decision and attract further funding.

The study fund has also supported the development or improvement of government systems. With the active involvement of government during the implementation of the study, their capacity in using the systems are being strengthened.

Lastly the approval of the proposals and administration of fund is being undertaken by MoFPED. The steering committee is chaired by representative from MoFPED and other members include Ministry of foreign Affairs and BTC.

7 MEASURES AND RECOMMENDATIONS

7.1 Overview of the assessment criteria

The result of assessment of monitoring criteria indicates that the project is efficient, effective and sustainable. However, the implementation procedure needs to be agreed upon to further improve on the efficiency. The draft already exists and has been shared with Ministry of Finance for comments and is yet to be finalized.

BTC and beneficiary institutions have put a lot of emphasis on control of quality of reports. Where the subject matter is too technical, we shall continue to utilize experts to develop the TORs enabling procurement process identify suitable consultants who are able to deliver quality results. So far this system of control is being appreciated by some institutions; however, others think external support would lead to lack of ownership of the study.

7.2 Recommendations

Field	Recommendation
Operations	<ul style="list-style-type: none"> - Finalize implementation guideline manual - Involve more procurement unit of beneficiary institution
Finance	<ul style="list-style-type: none"> - Realistic cost estimate for studies should be adopted based on the previous experiences.
Institutions	<p>Beneficiary institutions should:</p> <ul style="list-style-type: none"> - be more committed to the studies - Review the implementation modalities prior to implementation ensuring that both parties are in harmony with the procedures

8 PLANNING FOR THE UPCOMING YEAR (YEAR N+1)

8.1 Activity planning year N+1

Title	Activity planning 2008				Total Budget Estimate '000€	Remarks
	Q1	Q2	Q3	Q4		
Sensitization Workshop for the Belgo-Ugandan Study and Consultancy Fund					1.10	Support to MFPED on going
Consultancy for an integrated information and document management system for Education Service Commission (ESC)					36.90	Phase II launched and is at award stage
The Impact of the Energy Supply Shortfall on the Uganda Economy					22.60	Data collection on going and has suffered serious delay
Capacity building on public procurement and disposal acts					0.40	Training complete. The remaining expense is for printing of certificates
The evaluation of the impact of decentralisation of health services					13.60	Inception report submitted. The study has suffered serious delay
ENR and climate change studies on PEAP revision process and formulation of the new 5 year National development plan					12.40	Three studies (forestry, wildlife, and climate) completed. Wetlands on going, environment and retreat yet to be organised.
Study on data collection on donor assistance at grass root level in Districts					61.50	Inception report submitted
Study to review the aid management manual					62.50	Inception report on going
Support to the Joint Action Forum (JAF) 14 of African programme for Onchocerciasis Control (APOC) conference					26.20	MoH carried out activity with fund from other sources???
Health Facility Survey: Assessment of the Management of Resources for Health in Uganda					58.70	Consultant identified. Activity to start on 23 March 09
Design of a monitoring and evaluation framework for MoFPED					61.70	Discussion held on procurement of consultants
New studies					95.10	This is for any new studies that will be approved in 2009
Technical expertise					9.40	This is for technical support by BTC
Total budget					469.70	

8.2 Financial planning year N+1

Title	Currency in '000 EUR										Available balance at end of study
	Budget Estimate	Quarterly planning 2009				Total planning 2009	Expenditure to date	€	Available balance at end of study		
		€	Q1	Q2	Q3					Q4	
Sensitization Workshop for the Belgo-Ugandan Study and Consultancy Fund	9.10	1.10	0.00	0.00	0.00	1.10	8.00	0.00	0.00	0.00	
Consultancy for an integrated information and document management system for Education Service Commission (ESC)	56.50	0.00	36.90	0.00	0.00	36.90	19.60	0.00	0.00	0.00	
The Impact of the Energy Supply Shortfall on the Uganda Economy	58.40	0.00	22.60	0.00	0.00	22.60	35.80	0.00	0.00	0.00	
Capacity building on public procurement and disposal acts	125.50	0.40	0.00	0.00	0.00	0.40	125.20	0.00	-0.10	0.00	
The evaluation of the impact of decentralisation of health services	20.90	8.10	5.50	0.00	0.00	13.60	7.30	0.00	0.00	0.00	
ENR and climate change studies on PEAP revision process and formulation of the new 5 year National development plan	26.70	0.00	6.00	6.40	0.00	12.40	14.30	0.00	0.00	0.00	
Study on data collection on donor assistance at grass root level in Districts	61.50	18.40	18.40	24.70	0.00	61.50	0.00	0.00	0.00	0.00	
Study to review the aid management manual	62.50	18.00	18.00	22.00	4.50	62.50	0.00	0.00	0.00	0.00	
Support to the Joint Action Forum (JAF) 14 of African programme for Onchocerciasis Control (APOC) conference	26.20	0.00	26.20	0.00	0.00	26.20	0.00	0.00	0.00	0.00	
Health Facility Survey: Assessment of the Management of Resources for Health in Uganda	58.80	17.60	17.60	23.50	0.00	58.70	0.00	0.00	0.10	0.00	
Design of a monitoring and evaluation framework for MoFPED	61.70	0.00	18.00	18.00	25.70	61.70	0.00	0.00	0.00	0.00	
New studies	95.10	0.00	50.00	45.10	0.00	95.10	0.00	0.00	0.00	0.00	
Technical expertise	67.50	2.00	5.00	5.00	5.00	9.40	0.00	0.00	58.10	0.00	
Total budget/expenditure	730	65.60	224.20	144.70	35.20	469.70	210.20	50.50	58.10	50.50	

9 CONCLUSIONS

9.1 Activities and Finance

It is hoped that the planned activities and finances will be realized within the specified timeframe without any major constraints. However, the study with Education Service Commission and APOC conference with Ministry of Health will remain a challenge. There has been difficulties encountered during procurement service provider for ESC and MoH accessed fund from other sources to hold the conference but would like the study fund to reimburse the costs.

9.2 Monitoring criteria

9.2.1 Efficiency

The resources have been utilized in the most efficient manner. Most of the studies have been implemented on time. High quality results have achieved due to the commitment of the beneficiary institutions in controlling the quality of activities being implemented. The efficiency of the project could be further improved through elaborating realistic budgets in the proposals.

9.2.2 Effectiveness

The results of the studies have been beneficially utilized by the requesting institutions and are contributing to achieving specific objective of the project.

9.2.3 Sustainability

The project being owned by the beneficiary institution and requested for specific purpose, have been use as a tool for further funding to these institutions.

9.3 Advice of the JLCB on the recommendations

9.3.1 Recommendations on activity planning

- ❖ Finalize implementation guidelines to improve on efficiency during procurement process.
- ❖ Beneficiary institutions should review and understand the implementation procedure prior to commencement of the study.
- ❖ APOC conference with Ministry of Health should not be double financed.
- ❖ Study with ESC should be stopped if the institution is refusing to respect the procurement regulations (reference to specific agreement article 6.10).
- ❖ Penalty clause on the contract for study on impact of decentralization should be applied.

9.3.2 Recommendations on financial planning

- ❖ Proposals should possess realistic budget based on past experiences.

9.3.3 Recommendations on Logical Framework

N/A

9.3.4 Other recommendations

None

10 ANNEXES

- 10.1 Tracking Gantt view / Activities
- 10.2 Baseline report / Activities (AdeptTracker) N/A
- 10.3 Measuring indicators N/A
- 10.4 Checklist efficiency
- 10.5 Checklist effectiveness
- 10.6 Checklist sustainability
- 10.7 Input in PIT
- 10.8 Logical framework year N/A

Efficiency refers to the way in which the resources of the cooperation intervention are converted through the project activities into the expected results.

To be completed by the Project

1 Facts about the result indicators:		% expected realisation	actual % of realisation	difference*
Not applicable	Indicators for Result 1	0	0	0
	Indicators for Result 2	0	0	0
	Indicators for Result 3	0	0	0
	Indicators for Result 4	0	0	0
	Indicators for Result 5	0	0	0
	Indicators for Result 6	0	0	0
	Indicators for Result 7	0	0	0

* (% expected realisation - actual % of realisation)

2 Achievements of the results referring to the indicators	Yes	No	NA
Are these indicators formulated in a smart way ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are all indicators monitored ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there a baseline to compare with for each indicator ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

3 Facts about activities:	Implementation is on schedule	Implementation is delayed	Implementation is in advance	Explanation
for Result 1	X			mented on time. Slight delays experienced are during
for Result 2				
for Result 3				
for Result 4				
for Result 5				
for Result 6				
for Result 7				

4 The activities are implemented as planned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some activities will need more time to be completed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some activities can be implemented within a shorter period of time	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Any occurred delay will be caught-up before the project ends	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detected deviations will influence seriously the achievement of results	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

5 The general quality of the project activities is perceived as:	satisfactory <input checked="" type="checkbox"/>
	sufficient <input type="checkbox"/>
	problematic <input type="checkbox"/>

6 Do activities contribute to reach the planned results ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not, explain why:			

7 Is it possible to plan the activities in a more optimal way ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so explain how:			

8 Facts about the expenses:	% of total budget	% of annual budget	date of latest adjustment	Explanation	% of financial planning year X
for Result 1	29				
for Result 2					
for Result 3					

for Result 4				
for Result 5				
for Result 6				
for Result 7				
Total budget				

	Yes	No	NA
9. Financial resources are managed as planned			
Some estimated costs are not sufficient, extra resources are needed	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Important financial means remain. they need to be replanned	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Some financial risks have been identified regarding expenses (crédits...)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Detected financial risks are under control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activities could be implemented with less financial resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Partner contribution in financial terms is respected	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10. Is it possible to manage financial resources in a more optimal way?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If so, explain how:			
11. Human resources are managed as planned.			
The project staff is complete	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The project staff is not stable	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
The planned personnel is not sufficient, extra resources are needed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Some personnel execute tasks not conform to their job description	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Activities could be implemented with less human resources	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
There is a gender balance within the project staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12. Is it possible to manage human resources in a more optimal way ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If so, explain how:			
13. Goods and equipment are managed as planned			
The equipment is inventorised and insured	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Important amounts of goods will not be used	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Insufficient goods and equipment, extra resources are needed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Some equipment or goods are not adapted to local conditions/use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14. Is it possible to manage goods and equipment in a more optimal way ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If so, explain how:			
15. The organisational structure of the project is perceived as: Not applicable			
satisfactory	<input type="checkbox"/>		
sufficient	<input type="checkbox"/>		
problematic	<input type="checkbox"/>		
17. Have unexpected problems regarding the planning been solved ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If so, explain how the planning has been adapted:			
16. Can the efficiency of the project be improved ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, explain how:			

Lessons learned	The study fund have achieved value for money in procurement of consultants as result of close support from BTC
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Best practices	Quality control of the studies being handled by the partner institution
Recommendations	As per the narrative report

Effectiveness assesses if the results of the project are delivered and if they contribute to the achievement of the specific objective. It investigates if the occurred changes within the project area are caused by the project. It also assesses if the beneficiaries use the results delivered by the project.

To be completed by the project	Yes	No	NA
1. Concerning the indicators of the specific objective:			
Are there any indicators for the specific objective ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are the indicators of the specific objective 'smart' ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are the indicators of the specific objective monitored ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there a base-line to be compared with ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Are the indicators of the specific objective reached ?			
	% expected realisation	actual % of realisation	difference*
Indicator 1	0	0	0
Indicator 2	0	0	0
Indicator 3	0	0	0
Indicator 4	0	0	0
3. Will the specific objective be realised purely thanks to the results delivered ?			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are there any side effects caused by the results ?			
If there are any side effects, do they influence the specific objective ?			
<input type="checkbox"/> in a positive way	<input type="checkbox"/> in a negative way	Not applicable	
5. Are there any external factors influencing the specific objective ?			
<input type="checkbox"/> in a positive way	<input type="checkbox"/> in a negative way	Not applicable	
6. What are the characteristics of the beneficiaries involved in the project ?			
the poor, the better off, men, women, ... explain: The study fund supports government initiatives related to Belgo Ugar			
7. The groups who are (or who will be) benefiting from the specific objective are:			
intended, unintended. ... explain: Benefits Line ministries and government agencies			
8. Do the beneficiaries have access to the results delivered by the project ?			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not, explain why (for the results in question):			
9. Are the beneficiaries using the results delivered by the project ?			
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If not, explain why (for the results in question):			

<p>10. Are the beneficiaries satisfied with the results delivered by the project ? If not, explain why:</p> <p>11. Is the project implementation responding to: - the problems of the beneficiaries - the priorities of the beneficiaries</p> <p>12. Do the proposed solutions solve the problems of the beneficiaries ?</p>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Lessons learned</p>	<p>Active involvement of the partners leads to stronger ownership of the project</p>			
<p>Best practices</p>	<p>Partner institute taking lead role during the implementation of the studies with facilitation from BTC</p>			
<p>Recommendations</p>	<p>As per the narrative report</p>			

Sustainability refers to the likelihood that the benefits from a development cooperation intervention will be maintained and reproduced after the withdrawal of donor support

To be completed by the project	Yes	No	NA
1. Is the partner institution participating actively in:			
reporting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
decision-making	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
planning of activities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
financial management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
implementing the project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring and evaluation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resource management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
management of material resources	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Are resources and capacities available for the maintenance and reproduction of the results ? Not applicable			
Human resources	<input type="checkbox"/>		
Financial resources	<input type="checkbox"/>		
Equipment	<input type="checkbox"/>		
3. Is the partner institution taking the necessary dispositions to take over the project ?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Is there a plan for the integration of the project in the partner institution ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If so, explain: All the studiers are integrated into partner institutions portfolio and mandate			
5. Is the project providing institutional training for the partner institutions ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is the trained personnel staying in place ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is the project providing capacity building for organisations regarding ?			
Management of systems	<input checked="" type="checkbox"/>		
Process management	<input type="checkbox"/>		
Transfer of knowledge	<input type="checkbox"/>		
Networking	<input type="checkbox"/>		
8. Is the project providing the necessary capacity building for individuals regarding ? Not applicable			
Transfer of knowledge	<input type="checkbox"/>		
Exchange of experiences	<input type="checkbox"/>		
Exchange of values	<input type="checkbox"/>		
Empowerment	<input type="checkbox"/>		
Networking	<input type="checkbox"/>		
9. Is the project supported by the following local institutions ?			
Political institutions	<input checked="" type="checkbox"/>		
Partner institutions	<input checked="" type="checkbox"/>		
Civil society institutions	<input type="checkbox"/>		

Cultural institutions (religious, ethnic, traditional . . .)

- | | | | |
|---|--|--------------------------|-------------------------------------|
| 10. Are the aid modalities strengthening the sustainability ? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Are the execution modalities strengthening the sustainability ? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Is the project contributing to the sustainability in following dimensions ? | | | |
| | Political <input checked="" type="checkbox"/> | | |
| | Social <input checked="" type="checkbox"/> | | |
| | Institutional <input checked="" type="checkbox"/> | | |
| | Organisational <input checked="" type="checkbox"/> | | |
| | Cultural <input type="checkbox"/> | | |
| | Economic <input checked="" type="checkbox"/> | | |
| | Technical <input checked="" type="checkbox"/> | | |
| 13. Is the project linked to donor conditions ? | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| If so, are these conditions deducted from national strategies ? | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 14. Is the project respecting the principle of untied aid ? | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 15. Is the Partner Institution respecting its contribution ? | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Remarks

All the studies are integrated within the partner institutions to fill gaps in policies, strategies and procedures. The project being owned by the beneficiary institution and requested for specific purpose, have been used as a tool for further funding to these institutions.

Project:	Belgo-Ugandan study and consultancy fund
Country:	Uganda
Navision code:	UGA/01/004
GEO advisor:	Rudi POULUSSEN
Year:	2008
Meeting JLCB:	19-/03-2009

To be completed by the Project		Yes	No	NA
1. Is the Follow-up memo dispatched to the concerned parties ?			No	
2. Are there any risks that should be taken into account ?			No	
3. Are the responsables for the follow-up of the recommendations assigned ?		Yes		
4. Is the new planning of the activities distributed to the concerned parties ?		Yes		
5. Ifs the new financial planning distributed to the concerned parties ?		Yes		
6. Is the new logical framework distributed to the concerned parteis ?				NA
7. Has the FIT been adopted ?			No	

Please give your additional comments	The study fund does have logframe
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Project: Belgo-Ugandan study and consultancy fund
Country: Uganda
Navision code: UGA/01/004
GEO advisor: Rudi POULUSSEN
Year: 2008
Meeting JLCB: 19-mars-09

To be completed by the Project

1 Is the activity calendar respected ?

Delay	<input type="checkbox"/>		
In time	<input checked="" type="checkbox"/>	deviation in months	
In advance	<input type="checkbox"/>	-9; -6; -3; 0; +3; +6; +9	

2 What is the realisation degree for the indicators ?

	Projection	Realisation	Difference
Result 1			
Not applicable			
Indicator 1			
Result 2			
Indicator 1			

A. ASSESSMENT OF THE CRITERIA

1 Assess **relevance** A

A= the project is relevant. maintain the efforts
 B= the project is relevant, intensify the efforts
 C= measures should be taken to enhance the relevance
 D= the project is not relevant. measures should be taken
 NA= the criterion 'relevance' has not been assessed

Measures to take: NA

2. Assess **efficiency** B

A= the project is efficient, maintain the efforts
 B= the project is efficient, intensify the efforts
 C= measures should be taken to enhance the efficiency
 D= the project is not efficient, measures should be taken
 NA= the criterion 'efficiency' has not been assessed

Measures to take: The efficiency of the project could be further improved through respecting the set deadlines and contractual arrangements with the consultants.

3 Assess **effectiveness** A

A= the project is effective. maintain the efforts
 B= the project is effective intensify the efforts
 C= measures should be taken to enhance the effectiveness
 D= the project is not effective. measures should be taken
 NA= the criterion "effectiveness" has not been assessed

Measures to take: NA

Comments The study fund is on track being implemented effectively and efficiently

10.9 Overview public contracts

BTC Tender number	UGA0086
Tendering mode	Selective bidding
Date of the award	27/07/07
Name of the Consultant/company/firm	Business Synergies
Object of the contract	Support the internal Re-organisation of the Ministry Departments responsible for administration and inspection
Duration of the contract	2 months
End of service/ supply	Feb 2008
Estimated cost	35,000 EUR
Contract cost	29,639 EUR
Comments/Recommendations	The consultant has experienced delays in approval of his draft report as this is a sensitive area within Ministry of Local Government

BTC Tender number	UGA087
Tendering mode	selective bidding
Signing date of the contract	27/07/2007
Name of the Consultant/company/firm	Winsor Consult Ltd
Object of the contract	Support the Development of a Long Term Plan for Training and Development of Staff in the Local Government Sector
Duration of the contract	2 months
End of service/ supply	Jan 2008
Estimated cost	60,000 EUR
Contract cost	35,810 EUR
Comments/Recommendations	Although with 3months delay, the consultant is progressing on well and will be able to finalise assignment by first quarter 2008

BTC Tender number	UGA088
Tendering mode	Selective bidding
Date of the award	27/07/07
Name of the Consultant/company/firm	Mentor Consult Ltd
Object of the contract	Strategy for Promoting Investment and Local Economic Development in Local Governments
Duration of the contract	2 months
End of service/ supply	Jan 2008
Estimated cost	55,000 EUR
Contract cost	30,300 EUR
Comments/Recommendations	Study successfully implemented

BTC Tender number	UGA090
Tendering mode	Open bidding
Date of the award	11/12/07
Name of the Consultant/company/firm	AGRER S.A.N.V
Object of the contract	Development of an Environmental Sensitivity Atlas of Albertine Graben, Uganda
Duration of the contract	6 months
End of service/ supply	Aug 2008
Estimated cost	62,000 EUR
Contract cost	59,100 EUR
Comments/Recommendations	Study completed with delays in providing feed back by Ministry of Water and Environment.

BTC Tender number	UGA099
Tendering mode	competitive bidding
Date of the award	19/04/2008
Name of the Consultant/company/firm	ICT Consults
Object of the contract	Consultancy for an integrated information and document management system for Education Service Commission (ESC)
Duration of the contract	2 months
End of service/ supply	September 2008
Estimated cost	56,500 EUR
Contract cost	22,537 EUR
Comments/Recommendations	Contract execution was slow due delay in providing feed back by Education Service Commission

BTC Tender number	UGA101
Tendering mode	selective bidding
Signing date of the contract	09/06/2008
Name of the Consultant/company/firm	Child Health and development centre
Object of the contract	A study of client satisfaction with the Health services
Duration of the contract	4 months
End of service/ supply	Dec 2008
Estimated cost	34,000 EUR
Contract cost	39,997 EUR
Comments/Recommendations	Implemented successfully on time

BTC Tender number	UGA100
Tendering mode	selective bidding
Signing date of the contract	09/06/2008
Name of the Consultant/company/firm	Quality Health International
Object of the contract	The review of the supervision mechanism in the Health Sector
Duration of the contract	4 months
End of service/ supply	Nov 2008
Estimated cost	22,727 EUR
Contract cost	33,220 EUR
Comments/Recommendations	Implemented successfully on time

BTC Tender number	UGA102
Tendering mode	Selective bidding
Date of the award	02/07/08
Name of the Consultant/company/firm	Mentor Consult Ltd
Object of the contract	Identification and analysis of national LED related policies and strategies
Duration of the contract	3 months
End of service/ supply	Oct 2008
Estimated cost	24,700 EUR
Contract cost	23,200 EUR
Comments/Recommendations	Study successfully implemented

BTC Tender number	UGA120
Tendering mode	Selective bidding
Date of the award	04/12/08
Name of the Consultant/company/firm	Winsor Consult Ltd
Object of the contract	support to Aid Liaison Department carry out a survey of all Donor support in local Governments and to develop a tool for tracking Donor support at micro levels
Duration of the contract	5 months
End of service/ supply	On going
Estimated cost	61,470 EUR
Contract cost	59,521EUR
Comments/Recommendations	Study is on track

BTC Tender number	UGA121
Tendering mode	Selective bidding
Date of the award	04/12/08
Name of the Consultant/company/firm	Development and Management Consultant International (DMCI)
Object of the contract	Support to Aid liaison Department to review the Aid Management Manual
Duration of the contract	5 months
End of service/ supply	On going
Estimated cost	41,720 EUR
Contract cost	52,640EUR
Comments/Recommendations	Study is on track