



CTB

**AGENCE BELGE
DE DÉVELOPPEMENT**

ANNUAL REPORT 2010
BELGO-UGANDAN STUDY AND CONSULTANCY
FUND

UGA/01/004

FEBRUARY 2011

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1 Project form

Partner Institution

Ministry of Finance, Planning and Economic Development (MoFPED), Kampala, Uganda

Budget

Original budget (co-managed)	750,000 EUR
(regie)	67,500 EUR
Additional Budget (ICP 2005-2008)	500,000 EUR
Additional budget (ICP 2009-2012)	2,000,000 EUR
Total budget	3,317,000 EUR

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.

Duration

Starting date of the project (S.A.):	8th August 2002
Effective end of specific agreement (with 1 st extension):	7th August 2009
Effective end of current specific agreement (with 2 nd extension):	7 th August 2013

Location: Kampala, Uganda

Target groups

Under the exchange of letter signed in December 2009, the beneficiaries of the study fund are line Ministries and Government Agencies of Uganda within the framework of Belgian development cooperation in Health and Education. Ministry of Finance, Planning and Economic Development can also benefit through activities related to the implementation of the Paris Declaration in Uganda.

Reference documents

- ❖ Specific Agreement between Kingdom of Belgium and Government of Uganda which outlines the implementation modalities
- ❖ Implementation agreement between DGDC and BTC
- ❖ Study proposals and budgets approved by MoFPED, BTC and Belgian Embassy.
- ❖ *IDCP 2008-2012*

Key Contacts

Mr. Keith MUHAKANIZI
Deputy Secretary to the Treasury/Fund Director
Ministry of Finance, Planning and Economic Development (MoFPED)
P.O. Box 8147
Kampala, Uganda
Tel:+256 (0) 414 230 290
Email: keith.muhakanizi@finance.go.ug

Mr. Koen GOEKINT
Resident Representative/Fund Co-Director
Belgian Development agency (BTC)
P.O.Box 40131
Kampala, Uganda
Tel: +256 (0)414 230 543
Email: koen.goekint@btcctb.org

2 Summary

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
Specific objective	B	A	A
Result 1	B	A	A

A very satisfactory, B satisfactory, C unsatisfactory, D very unsatisfactory, X not assessed

Status of budget execution

	Budget	Expenditure per year			Total expenditure year N (31/12/2010)	Balance of the budget	Execution rate
		Start to 2007	2008	2009			
Total	3,317,500	387,084	397,232	201,217	249,974	2,081,992	37%
Cogestion	3,250,000	385,038	389,837	200,537	248,585	2,026,002	38%
Regie	67,500	2,045	7,396	680	1,389	55,989	17%

Planning vs actual for 2010

	Budget	Balance of the budget	Planning 2010	Total expenditure year N (31/12/2010)	Execution rate N
Total	3,317,500	2,081,992	251,550	249,974	99%
Cogestion	3,250,000	2,026,002	250,220	248,585	99%
Regie	67,500	55,989	1,330	1,389	105%

2.2 Key points

In 2010 a total of ten (10) studies worth 1,108,760€ was approved marking the peak in terms of budget commitment for one year since the start of implementation of study fund. This actually means that narrowing down the scope of SCF to two sectors has apparently not had a restrictive impact on the fund's utilization.

Although the cooperation and consultation with other development partners can be fruitful and will be continued, their strategy is not always clear and has caused in some instances delays in implementation of studies. Open discussion between development partners should be encouraged to reduce this impact on studies.

With the increased responsibility of BTC in the approval and implementation of the studies, there has been an apparent positive impact on the whole process. The proactive involvement of BTC and MoFPED in reviewing the draft proposals has reduced the time lag between submission and approval of study proposals. The numbers of proposals being rejected either due to poor quality or not fitting with the objectives of Study fund have equally reduced.

There have been improvements by requesting Line Ministries taking active roles during the implementation of the studies and this has led to an increase in the pace of completion of studies.

For quality control, BTC is using more and more the sector advisors to provide technical

support in the whole process right from the guidance during the review of proposals and terms of reference to implementation. The approval of the study fund deliverables through the Ministries' technical working groups has equally improved the quality.

The studies have had great impact within the beneficiary ministries. The results of these studies have enabled government to produce quality identification documents, sector strategic and investment plans. These documents have directed government on priority areas of sector expenditures that have been incorporated into budget framework paper and National Development Plan. Refer to details on Section 4.2.5.

2.3 Lessons learned and recommendations

Decision	source	who	Time	Status
Proper coordination and open discussions among development partners when co-funding a study to ensure different recruitment procedures does not delay the start of implementation.	Sub-chapter 4.2.3	BTC Kampala	Q3	On going
Supervising officer below the level of Commissioner have been more committed	Sub-chapter 4.2.3	Requesting ministries	Q1	On going
Speed up approval of study proposals	Sub-chapter 4.1	BTC Kampala	Q3	On going
Scrutinise studies and validate with requesting ministries before approval to ensure commitment	Sub-chapter 4.2.3	Requesting ministries	Q1	On going

Recommendation	Source	Who	deadline
When recruiting individual consultants who are expected to work together on one study as a team there is need to harmonise the contracts and also ensure that the consultants are available at the same time.	Sub chapter 4.2.3	BTC and beneficiary ministries	immediate
Adhoc technical committee should be convened by requesting ministries to review and approve draft reports to prevent unnecessary delay in providing comments to consultants.	Sub-chapter 4.3.4	Requesting ministries	immediate

3 Evolution of the context

During the extension of specific agreement and to comply with the provisions of division of labour, the scope of the study was narrowed to two main sectors (health and education) of Belgian cooperation. This seemed to have slowed down the approval of new studies and hence utilisation of fund in 2009. However, with the approval of ten new studies in 2010 for a total amount of 1,108,760€, narrowing down the scope of SCF to two sectors has apparently not had a restrictive impact on the fund's utilization.

Although the cooperation and consultation with others development partners can be fruitful and will be continued, their strategy is not always clear and is cause for unacceptable delays in implementation of studies. Caution should therefore be taken forecasting the impact of such collaboration.

Studies that are cross cutting different sectors /sub sectors or ministries if well coordinated and all stakeholders brought on board leads to higher degree of success but may also face challenge of struggle for ownership. With the involvement of all stakeholders in both private and public operating in different sectors related to BTVET, formulation of BTVET strategic plan can be a success story. However these involved a lot of effort during the process to reach this far.

The study fund has been used to support studies within the development cooperation programmes leading to formulation of new projects, baselines for ongoing and final evaluation of projects. More and more sector/sub sector strategic plans are being developed with support from the fund. These plans will be helpful during the preparation of new indicative cooperation program.

4 Analysis of the intervention

4.1 Institutional anchoring and execution modalities

Institutional anchoring score: very appropriate

Execution modalities: very appropriate

The study is co-managed by BTC and MoFPED. BTC together with the requesting line Ministry or Agency is in charge of the implementation of the studies.

With the increased responsibility of BTC in the approval and implementation of the studies, there has been an apparent positive impact on the whole process.

In addition to being involved in procurement of consultants, administration and day to day management of the fund, BTC as the fund Co-Director, is responsible for the Belgian approval of Study Proposals. The Belgian Embassy is requested for no objection. The proactive involvement of BTC and MoFPED in reviewing the draft proposals has reduced the time lag between submission and approval of study proposals. The numbers of proposals being rejected either due to poor quality or not fitting with the objectives of Study fund have equally reduced.

There has been improvement by requesting Line Ministries taking active role during the implementation of the studies and this has led to increase in the pace of completion of studies.

For quality control, BTC is using more and more the sector advisors to provide technical support in the whole process right from the guidance during the review of proposals and terms of reference to implementation.

4.2 Specific objective

The aim of the Fund is enhancing the institutional capacity in Uganda in support of the prioritized sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Program and with regards to the implementation of the Paris Declaration on Aid Effectiveness on the other hand.

In order to achieve this, a number of studies were commissioned in 2010 that supported the following areas;

- Formulation of sub sector strategic plan that will guide future intervention in the sector.
- Needs assessment study that will provide input into the formulation of new intervention.
- Studies have been conducted that support monitoring of ongoing and measure achievements of completed interventions within the cooperation.

4.2.1 Indicators

The set up of study fund did not require an operational technical and financial file to be developed. It 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. Since it

involves a series of studies, for each study a detailed proposal, terms of reference with estimated budget is developed and approved by MoFPED and BTC and no objection from Belgian Embassy is required. It is against the proposals and budget in line with the specific agreement that the implementation is based.

Specific objective:					Progress:
Indicators	E	G	Baseline	Progress year N	Comments

4.2.2 Analysis of progress made

Although at the beginning of the year we feared narrowing down the scope of the SCF under the ICP 2008-2012 to health and education and expertise would further limit the opportunities for identification and approval of new studies, this has not been the case because we have had ten (10) new studies approved with estimated budget of Euro 1,108,760 by the end of 2010. It is therefore expected that 2011 will have increased financial planning and hence higher budget execution than in 2010. The preparations for implementation of most of these studies started in 2010 with procurement process being completed. These preparations will help to speed up implementation in 2011.

Minimal elements of gender and environment have been integrated into the studies. However, the constitution of a reasonable number of females in several studies is an indication that the contracting authorities are perceived as non-discriminative on the basis of gender.

4.2.3 Risks and Assumptions

Co funding of a study with another development partner is an excellent idea. However, is a huge challenge when it comes to practical arrangements especially procuring of consultants when different procedures are being used and ensuring that the consultants work together. Emphasising the need to closely collaborate and ensure that the consultants are brought on board at the same time is very important.

Studies that are seemingly important to the requesting ministries/agencies are sometimes at risk of failing during implementation when the contact official from the ministries is not committed to it and has very busy schedules.

4.2.4 Quality criteria

To determine the quality criteria of the study fund is difficult given the design and set up of the project (refer to section 4.2.1). In consideration of above, 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 quality criteria at different levels of implementation.

	Score	Comments
Effectiveness	A	The numbers of studies in the two priority sectors (health and education) have gradually increased.

Efficiency	B	The procurement of consultants has been improved in terms of time lag. Value for money has been emphasised in the procurement. The quality of the study reports produced has continued to be of high standards. The quality of the reports is being controlled by the beneficiary institutions. Some delays being experienced in reviewing and providing comments on the reports. Delays due to partner collaboration.
Sustainability	A	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 (e.g. BTVET).
Relevance	A	The study fund has supported the development of national policies, sector strategic and investment plans.

Score key:

- A Very satisfactory : no extra effort is necessary
- B Satisfactory : efforts have to be reinforced
- C Unsatisfactory : measures should be taken
- D Very unsatisfactory : measures are necessary
- X Criteria has not been assessed

4.2.5 Impact

The results of these studies have enabled government to produce quality identification documents, sector strategic and investment plans. These documents have directed government on priority areas of sector expenditures that have been incorporated into budget framework paper.

The study fund is being used to produce a comprehensive BTVET sub-sector strategic plan for Ministry of Education and Sports that will inform policy makers and bring together all the BTVET stakeholders in Uganda. Skills development is one of the important elements in the National Development plan (NDP). The BTVET strategic plan will support the implementation of BTVET act of 2008. This document will guide development of BTVET in Uganda to be able to compete within the region and globally.

The government is also taking up the recent recommendation arising from data collection on donor support to local governments to come up with policy on donor support to Uganda. This will lead to better aligned and coordinated donor support based on well-established principles, and will also increase the impact of investments.

The study fund is supporting final evaluation of decentralisation project from which lessons learnt will be used by other local governments to further improve provision of service delivery in the country.

The aid management manual

The ministries and government agency are able to access additional funding for priority activities where there is shortfall within government budget. Through direct involvement during the implementation of the studies capacity has been built. With the strategies in place, ministries are equipped for negotiation with Ministry of Finance and development partners for more funding.

4.2.6 Lessons learned and recommendations

Decision	source	who	Time	Status
Proper coordination and open discussions among development partners when co-funding a study to ensure different recruitment procedures does not delay the start of implementation.	Sub-chapter 4.2.3	BTC Kampala	Q3	On going
Supervising officer below the level of Commissioner have been more committed	Sub-chapter 4.2.3	beneficiary ministries	Q1	On going
Speed up approval of study proposals	Sub-chapter 4.1	BTC Kampala	Q3	On going

Recommendation	Source	Who	deadline
When recruiting individual consultants who are expected to work together on one study as a team there is need to harmonise the contracts and also ensure that the consultants are available at the same time.	Sub chapter 4.2.3	BTC and beneficiary ministries	immediate

4.3 Result 1

4.3.1 Indicators

As mentioned above

Result:					Progress:
Indicators	E	G	Baseline	Progress year N	Comments

4.3.2 Evaluation of activities

Activities	Progress:				Comments (only if the value is -)
	++	+	+/-	-	
1. Consultancy for an integrated information and document management system for Education Service Commission (ESC)			✓		
2 The Impact of the Energy Supply Shortfall on the Uganda Economy			✓		
3 Study to review the aid management manual				✓	The consultant was expected to improve quality of report in consultation with responsible government departments and agencies but he seems to lack capacity. MoFPED was advised during SC meeting to closely monitor the study to ensure that it is concluded. Decision should be taken in the SC that will approve this annual report.
4. Health Facility Survey: Assessment of the Management of Resources for Health in Uganda	✓				
5. Design of a monitoring and evaluation framework for MoFPED	✓				
6. Yellow Star programme for Karamonja and Acholi sub regions				✓	All contacts with MoH yielded no fruits. SC meeting of March 2010 recommended that Fund Director write to MoH and if no response within three months then the study would be cancelled. The study was finally cancelled due to lack of commitment from MoH
7. Development of Training Modules for Institutionalized leadership		✓			
8. Costing of the Health Sector Strategic Plan III	✓				
9. Technical Assistance for the development of strategic and work plans in the health sector	✓				
10. Feasibility study of Artemia production in saline lakes in western Uganda as a means of enhancing aquaculture production		✓			
11. Formulation of BTVET strategic plan	✓				
12. Poverty Profiling and Mapping of Kasese District			✓		
13. Scoping and Analytical Study of in-company skills training for BTVET		✓			
14. Cost assessment Study on BTVET programmes		✓			

15. Tracer Study in BTVET Sub-Sector		✓			
16. Needs Assessment Study in Preparation of the Belgo-Ugandan Project for Improving Training of BTVET Instructors, Health Tutors and Secondary Teachers in Uganda		✓			
17. Final evaluation of Bundibugyo Integrated Development Program (BIDP)	✓				

4.3.3 Analysis of progress made

Ten (10) studies were approved during the year. Preparation and implementation of most of these studies were started during the year.

Four studies that were carried forward from 2009 have been mainly the cause of downward trend in realisation of 2010 planning. These include;

Consultancy for an Integrated Information and Document Management System for ESC: With the approval of additional Euro 37,265 towards the end of 2009 for supply of server hardware and software and training to improve the functionality of the system developed under phase II, a new tender was launched. The procurement was finally concluded in August 2010 and tender awarded. However, this tender could not be fully executed in 2010 and therefore carried to 2011.

Energy Study: This Study is far behind. The MoFPED has promised to follow up the matter with the responsible officer. It has been carried forward to 2011.

Study to review the Aid Management Manual: This study was behind schedule initially due to poor quality report produced by the Consultant. Even after the Consultant produced an improved report, there is slow progress to finalise the study. In the March 2010 SC meeting MoFPED promised to take up the matter with the Director of Economic Affairs and indicated that the study will be finalized as soon as possible. However, the MoFPED has had delays in submitting comments on the draft report to the consultant. SC of March 2011 will need to take a final decision on this study.

Yellow Star Programme Study: Following the recommendation of steering committee, this study was cancelled due to lack of commitment from MoH.

4.3.4 Risks and Assumptions

The delays in providing comments and approval of draft reports by the requesting ministries have continued to affect period of implementation of study fund. Adhoc technical working group meetings should be convened for purposes of approval of these reports to avoid that studies are following the internally scheduled technical working group meetings of the Ministries.

4.3.5 Quality criteria

Criterion	Score	Remarks
Effectiveness	A	The number of studies being completed within priority sector has increased.
Efficiency	B	Delays in procurement have been greatly minimised, quality of studies has

		improved, improved implementation of the recommendation of studies.
Sustainability	A	The identified studies are priority interventions of the ministries normally fund requested to fill gap with their workplans. Sustainability in this case is very easy.
1 Relevance	A	Support to HSSPIII, BTVET strategic plan, poverty profiling are in line primary health care programme, national development plan, and Millennium Development Goals.

Score key:

- A Very satisfactory : no extra effort is necessary
- B Satisfactory : efforts have to be reinforced
- C Unsatisfactory : measures should be taken
- D Very unsatisfactory : measures are necessary
- X Criteria has not been assessed

4.3.6 Budget execution

Generally, the trend of gradual slow progress in implementation of studies since 2009 has continued to affect the financial realisation of 2010. The financial planning for 2010 was based on studies that were approved by end of 2009 considering that within the year new studies would be approved and implemented and thus planning figures would show an upward trend from Q1 to Q4. However, the result of budget execution as of 31/12/2010 indicated 99% expenditure rate which could have been realistic planning if the above assumption was not brought forward.

It is important to note that total budget execution of the project is at 37% after a period of 8years. The project is expected to end in 2013 and this means only less than 3years we should be able to utilise the remaining 63% of the budget. This is possible with total commitment of all parties involved which is not the case at the moment on the side of the requesting entities whose procedure to approve studies takes long channels.

4.3.7 Lessons learned and recommendations

Decision	source	who	Time	Status
Scrutinise studies and validate with requesting ministries before approval to ensure commitment	Sub-chapter 4.2.3	Requesting ministries	Q1	On going

Recommendation	Source	Who	deadline
Adhoc technical committee should be convened by requesting ministries to review and approve draft reports to prevent unnecessary delay in providing comments to consultants.	Sub-chapter 4.3.4	Requesting ministries	Q1

5 Beneficiaries

The direct beneficiaries of the study fund are line Ministries and Government Agencies of Uganda within the framework of Belgian development cooperation in Health and Education. Ministry of Finance, Planning and Economic Development also benefits through activities related to the implementation of the Paris Declaration in Uganda.

The ministries and government agencies are able to access additional funding for priority activities where there is shortfall within government budget. Through direct involvement during the implementation of the studies, capacity has been built. With the strategies in place, ministries are equipped for negotiation with Ministry of Finance and development partners for more funding.

6 Follow-up of the decisions taken by the JLCB

In the SC of March 2010, a number of recommendations emerging from the annual report 2009 were presented to the members and discussed. The following are the recommendations as agreed in SC and the current status;

Decision taken	status
Improve on the selection process of consultants, check references in view of avoiding poor quality of reports.	In addition to cross checking references, the ministries have taken up quality assurance role with keen interest. The technical working groups have been used to provide guidance and direction to the studies.
BTC should use the provision of the specific agreement to explore possibility of using independent experts for very specific technical areas	For the current reporting period no need arouse
Where there is need, the Ministries will be supported to draft proposals and TORs using the fund	This was done for poverty profiling and mapping for Kasese district to support refinement of TOR. In addition, BTC has also used the sector advisors to support in drafting TORs and implementation of study fund
Fund Director to request MoH for another Supervising Officer to be in charge of implementing Yellow star programme since the current officer has failed to start the implementation. The meeting agreed that the study will be cancelled a month from the time of holding the meeting if there is no progress from MOH on the matter	The study was cancelled
Study Fund will co-finance the development of BTVET strategy with World Bank	The study fund is being used for co-funding formulation of BTVET strategic plan and additional studies that will feed into the strategy.
Ministry of Finance could consider arranging another sensitization workshop to ensure that benefiting Ministries understand the process of utilizing the Fund.	It was not necessary since many studies were being requested during the reporting period.
Not necessary to launch a study funded through study fund to examine the guideline for use and the management of the fund since under the current arrangement the Study Fund has been managed efficiently and effectively	Management arrangement currently working so well.
The steering committee should invite the two sector representatives (Health and education) as co-opted members of the Steering Meeting	The two ministries will be invited in the SC meeting that will approve this annual report.

7 Annexes

Logical framework –does not exist

M&E activities – steering committee meetings

“Budget versus current (y – m)” Report

Operational planning Q1-2011

Annual Planning vs Actuals (Year to Month) of UGA/01/004

Project Title : **Fonds d'Etudes**

Planning Version: **2010Q4**

End date last closing : 31/12/2010

Currency : EUR

	Status	Fin Mode	Forecast 2010 (version 2010Q4)	Actual Expenses YtM	Planning vs actuals	% Exec
A ALLOCATED FUNDS			250,55	247,87	2,68	99%
01 Complet. & Improv. of Identif. Report of the Kampala			0,00	0,00	0,00	?%
01 Allocated Funds		COGES	0,00	0,00	0,00	?%
02 Study on Criteria for Pupils' Selection and Special			0,00	0,00	0,00	?%
01 Professional Fees		COGES	0,00	0,00	0,00	?%
02 Travels		COGES	0,00	0,00	0,00	?%
03 Workshops and Meetings		COGES	0,00	0,00	0,00	?%
04 Report/Communication/Administration		COGES	0,00	0,00	0,00	?%
05 Miscellaneous		COGES	0,00	0,00	0,00	?%
06 Perdiem & Accomodation		COGES	0,00	0,00	0,00	?%
03 Rapid Inventory Method to Derive Agriculture Sector			0,00	0,00	0,00	?%
01 Personnel Fees		COGES	0,00	0,00	0,00	?%
02 Aircraft Expenses		COGES	0,00	0,00	0,00	?%
03 Travel Ecosystems		COGES	0,00	0,00	0,00	?%
04 Purchasing & Hiring Equipments		COGES	0,00	0,00	0,00	?%
05 DSA for UBOS & Ministry of Agriculture Field Staff		COGES	0,00	0,00	0,00	?%
06 Transport for Field Verifications		COGES	0,00	0,00	0,00	?%
07 Miscelleaneous		COGES	0,00	0,00	0,00	?%
		REGIE	1,33	1,39	-0,06	105%
		COGEST	250,22	247,59	2,63	99%
		TOTAL	251,55	248,98	2,57	99%



Annual Planning vs Actuals (Year to Month) of UGA/01/004

Project Title : **Fonds d'Etudes**

Planning Version: **2010Q4**

End date last closing : 31/12/2010

Currency : EUR

	Status	Fin Mode	Forecast 2010 (version 2010Q4)	Actual Expenses YtM	Planning vs actuals	% Exec
04 Ministry of Health			0,00	0,00	0,00	?%
01 Transportation of participants		COGES	0,00	0,00	0,00	?%
05 Support for ENRS SWAP/SIP Project			0,00	0,00	0,00	?%
01 Support for ENRS SWAP/SIP project		COGES	0,00	0,00	0,00	?%
06 Support the Dev't of Long term plan for training Local			0,00	0,00	0,00	?%
01 Local Government Capacity Building support		COGES	0,00	0,00	0,00	?%
07 Reorganisation of MOLG Local administration &			0,00	0,00	0,00	?%
01 Re Organisation of MoLG		COGES	0,00	0,00	0,00	?%
08 Strategy for Promoting Investment & Local Economic			0,00	0,00	0,00	?%
01 Social Economy, Local Economic Development (MoLG)		COGES	0,00	0,00	0,00	?%
09 External Evaluation of KSP II and Identification of KSP II			0,00	0,00	0,00	?%
01 Evaluation and Identification of KSP I & II		COGES	0,00	0,00	0,00	?%
10 Rapid Inventory Method to Drive Agriculture Sector Data			0,00	0,00	0,00	?%
01 UBOS Phase II		COGES	0,00	0,00	0,00	?%
11 Bonus Payment to health Center and Medical Bureaus			0,00	0,00	0,00	?%
01 Payments to Health Centers and Medical Bureaus.		COGES	0,00	0,00	0,00	?%
12 Development of an Environmental Sensitive Atlas of			0,00	0,00	0,00	?%
01 Development of an Environmental Sensitivity Atlas of		REGIE	0,00	0,00	0,00	?%
		REGIE	1,33	1,39	-0,06	105%
		COGEST	250,22	247,59	2,63	99%
		TOTAL	251,55	248,98	2,57	99%



Annual Planning vs Actuals (Year to Month) of UGA/01/004

Project Title : **Fonds d'Etudes**

Planning Version: **2010Q4**

End date last closing : 31/12/2010

Currency : EUR

	Status	Fin Mode	Forecast 2010 (version 2010Q4)	Actual Expenses YtM	Planning vs actuals	% Exec
13 Development of an Environmental Sensitivity Atlas of			0,00	0,00	0,00	?%
01 Development of an Environmental Sensitivity Atlas		COGES	0,00	0,00	0,00	?%
14 Education Service Commission			27,47	8,88	18,59	32%
01 Consultancy for an integrated Information and document		COGES	27,47	8,88	18,59	32%
15 Energy Supply			4,17	8,28	-4,11	199%
02 Energy Supply		COGES	4,17	8,28	-4,11	199%
16 Capacity Building on Public Procurement and Disposal			-0,68	-0,68	0,00	100%
01 Procurement Training		COGES	-0,68	-0,68	0,00	100%
17 Sensitization Workshop for the Belgo-Ugandan Study			0,00	0,00	0,00	?%
01 Sensitization Workshop		COGES	0,00	0,00	0,00	?%
18 Ministry of Health Studies			57,35	65,62	-8,27	114%
01 Review of the supervision mechanism in the health sector		COGES	0,00	0,00	0,00	?%
02 Study of client satisfaction with health services		COGES	0,00	0,00	0,00	?%
03 Evaluation of impact of decentralization of health services		COGES	0,00	0,00	0,00	?%
04 Health facility survey		COGES	5,57	5,57	0,00	100%
05 Programme for Onchocerciasis Control Conference		COGES	0,00	0,00	0,00	?%
06 Yellow Star program for Karamoja & Acholi sub-regions		COGES	0,00	0,00	0,00	?%
07 Costing of HSSP III		COGES	14,78	16,23	-1,45	110%
		REGIE	1,33	1,39	-0,06	105%
		COGEST	250,22	247,59	2,63	99%
		TOTAL	251,55	248,98	2,57	99%



Annual Planning vs Actuals (Year to Month) of UGA/01/004

Project Title : **Fonds d'Etudes**

Planning Version: **2010Q4**

End date last closing : 31/12/2010

Currency : EUR

	Status	Fin Mode	Forecast 2010 (version 2010Q4)	Actual Expenses YtM	Planning vs actuals	% Exec
08 Technical assistance for development of strategic and		COGES	37,00	43,82	-6,82	118%
19 Ministry of Water and Environment Studies			0,00	0,00	0,00	?%
01 ENR and climate change studies on PEAP & 5yr national		COGES	0,00	0,00	0,00	?%
20 Ministry of Finance studies			27,72	27,31	0,41	99%
01 Data Collection & donor assistance at grass root level in		COGES	0,00	0,00	0,00	?%
02 Study to review the Aid Management Manual		COGES	0,45	0,45	0,00	100%
03 Design of a monitoring & evaluation framework for		COGES	26,27	26,27	0,00	100%
04 Study to ascertain artemia production in Western Uganda		COGES	1,00	0,59	0,41	59%
21 Ministry of Education Studies			133,52	137,03	-3,51	103%
01 Retreat to formulate BTVET strategic Plan		COGES	0,13	0,13	0,00	100%
02 Training Modules for institutionalised leadership &		COGES	53,34	53,34	0,00	100%
03 Formulation of BTVET skills dev't strategy & investment		COGES	79,05	82,96	-3,91	105%
04 Tracer Study in BTVET Sub Sector		COGES	1,00	0,20	0,80	20%
05 Cost Assessment Study on BTVET Programmes in		COGES	0,00	0,20	-0,20	?%
06 Scoping and Analytical Study of In-company BTVET in		COGES	0,00	0,20	-0,20	?%
22 Ministry of Local Government Studies			1,00	1,43	-0,43	143%
01 Poverty Profiling - Kasese		COGES	1,00	1,43	-0,43	143%
Z UNALLOCATED FUNDS			1,00	1,11	-0,11	111%
		REGIE	1,33	1,39	-0,06	105%
		COGEST	250,22	247,59	2,63	99%
		TOTAL	251,55	248,98	2,57	99%



Annual Planning vs Actuals (Year to Month) of UGA/01/004

Project Title : **Fonds d'Etudes**

Planning Version: **2010Q4**

End date last closing : 31/12/2010

Currency : EUR

	Status	Fin Mode	Forecast 2010 (version 2010Q4)	Actual Expenses YtM	Planning vs actuals	% Exec
01 Unallocated Funds			1,00	1,11	-0,11	111%
01 Balance for new studies		COGES	-0,33	-0,28	-0,05	85%
02 Balance for new studies & Administrative costs		REGIE	1,33	1,39	-0,06	105%

REGIE	1,33	1,39	-0,06	105%
COGEST	250,22	247,59	2,63	99%
TOTAL	251,55	248,98	2,57	99%



Financial Planning of UGA/01/004

Project Title : **Fonds d'Etudes**

Fin Plan Version: **2011Q1**

Budget Version: **Q01**

Donor: **DGD**

Currency: **EUR**

Amounts in 1000 EUR

Status	Fin Mode	Budget	TtY-1	Balance	2011					2012 to end	Est. end Proj. Bal.	Est. % exec.
					Q1	Q2	Q3	Q4	Total			
A ALLOCATED FUNDS		2.506,47	1.227,15	1.279,32	234,85	150,50	325,86	137,24	848,45	0,00	430,87	83%
01 Complet. & Improv. of Identif.		5,00	5,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Allocated Funds	COGEST	5,00	5,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
02 Study on Criteria for Pupils'		94,57	94,57	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Professional Fees	COGEST	80,45	80,45	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	02 Travels	COGEST	4,64	4,64	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	03 Workshops and Meetings	COGEST	3,88	3,88	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	04	COGEST	2,46	2,46	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	05 Miscellaneous	COGEST	2,24	2,24	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	06 Perdiem & Accomodation	COGEST	0,90	0,90	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
03 Rapid Inventory Method to		53,70	53,70	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Personnel Fees	COGEST	49,90	49,90	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	02 Aircraft Expenses	COGEST	0,17	0,17	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	03 Travel Ecosystems	COGEST	1,04	1,04	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	04 Purchasing & Hiring Equipments	COGEST	0,11	0,11	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	05 DSA for UBOS & Ministry of	COGEST	2,37	2,37	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	06 Transport for Field Verifications	COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%
	07 Miscelleaneous	COGEST	0,11	0,11	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
04 Ministry of Health		26,47	26,47	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Transportation of participants	COGEST	26,47	26,47	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
05 Support for ENRS SWAP/SIP		43,21	43,21	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Support for ENRS SWAP/SIP	COGEST	43,21	43,21	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	REGIE	67,50	11,62	55,88	0,00	2,00	2,00	2,00	6,00	16,00	33,88	50%
	COGEST	3.250,03	1.224,04	2.025,99	234,85	150,50	325,86	137,24	848,45	600,00	577,54	82%
	TOTAL	3.317,53	1.235,66	2.081,87	234,85	152,50	327,86	139,24	854,45	616,00	611,42	82%

Financial Planning of UGA/01/004

Project Title : **Fonds d'Etudes**

Fin Plan Version: **2011Q1**

Budget Version: **Q01**

Donor: **DGD**

Currency: **EUR**

Amounts in 1000 EUR

	Status	Fin Mode	Budget	TtY-1	Balance	2011				2012 to end	Est. end Proj. Bal.	Est. % exec.	
						Q1	Q2	Q3	Q4				Total
06 Support the Dev't of Long term			39,01	39,01	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Local Government Capacity		COGEST	39,01	39,01	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
07 Reorganisation of MOLG Local			29,07	29,07	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Re Organisation of MoLG		COGEST	29,07	29,07	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
02 Needs Assessment		COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
08 Strategy for Promoting			55,85	55,85	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Social Economy, Local		COGEST	55,85	55,85	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
09 External Evaluation of KSP II and			42,76	42,76	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Evaluation and Identification of		COGEST	42,76	42,76	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
10 Rapid Inventory Method to Drive			38,05	38,05	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 UBOS Phase II		COGEST	38,05	38,05	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
11 Bonus Payment to health Center			17,91	17,91	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Payments to Health Centers and		COGEST	17,91	17,91	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
12 Development of an			0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
01 Development of an		REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
13 Development of an			60,62	60,62	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
01 Development of an		COGEST	60,62	60,62	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%	
14 Education Service Commission			93,08	43,84	49,24	21,85	5,00	0,00	0,00	26,85	0,00	22,39	76%
01 Consultancy for an integrated		COGEST	93,08	43,84	49,24	21,85	5,00	0,00	0,00	26,85	0,00	22,39	76%
15 Energy Supply			58,41	44,11	14,30	0,00	5,50	0,00	0,00	5,50	0,00	8,80	85%
02 Energy Supply		COGEST	58,41	44,11	14,30	0,00	5,50	0,00	0,00	5,50	0,00	8,80	85%
16 Capacity Building on Public			128,00	126,57	1,43	0,00	0,00	0,00	0,00	0,00	0,00	1,43	99%
		REGIE	67,50	11,62	55,88	0,00	2,00	2,00	2,00	6,00	16,00	33,88	50%
		COGEST	3.250,03	1.224,04	2.025,99	234,85	150,50	325,86	137,24	848,45	600,00	577,54	82%
		TOTAL	3.317,53	1.235,66	2.081,87	234,85	152,50	327,86	139,24	854,45	616,00	611,42	82%



Financial Planning of UGA/01/004

Project Title : **Fonds d'Etudes**

Fin Plan Version: **2011Q1**

Budget Version: **Q01**

Donor: **DGD**

Currency: **EUR**

Amounts in 1000 EUR

Status	Fin Mode	Budget	TtY-1	Balance	2011					2012 to end	Est. end Proj. Bal.	Est. % exec.	
					Q1	Q2	Q3	Q4	Total				
	01 Procurement Training	COGEST	128,00	126,57	1,43	0,00	0,00	0,00	0,00	0,00	0,00	1,43	99%
	17 Sensitization Workshop for the		9,07	9,07	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	01 Sensitization Workshop	COGEST	9,07	9,07	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	18 Ministry of Health Studies		376,87	184,44	192,43	18,00	34,00	18,00	26,18	96,18	0,00	96,25	74%
	01 Review of the supervision	COGEST	32,24	32,24	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	02 Study of client satisfaction with	COGEST	40,38	40,38	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	03 Evaluation of impact of	COGEST	19,60	19,60	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	100%
	04 Health facility survey	COGEST	58,78	32,17	26,61	0,00	0,00	0,00	0,00	0,00	0,00	26,61	55%
	05 Programme for Onchocerciasis	COGEST	26,22	0,00	26,22	0,00	0,00	0,00	0,00	0,00	0,00	26,22	0%
	06 Yellow Star program for	COGEST	43,84	0,00	43,84	0,00	0,00	0,00	0,00	0,00	0,00	43,84	0%
	07 Costing of HSSP III	COGEST	15,81	16,23	-0,42	0,00	0,00	0,00	0,00	0,00	0,00	-0,42	103%
	08 Technical assistance for	COGEST	140,00	43,82	96,18	18,00	34,00	18,00	26,18	96,18	0,00	0,00	100%
	19 Ministry of Water and		17,50	16,26	1,24	0,00	0,00	0,00	0,00	0,00	0,00	1,24	93%
	01 ENR and climate change studies	COGEST	17,50	16,26	1,24	0,00	0,00	0,00	0,00	0,00	0,00	1,24	93%
	20 Ministry of Finance studies		346,77	153,71	193,06	35,00	13,00	38,00	70,95	156,95	0,00	36,11	90%
	01 Data Collection & donor	COGEST	54,25	55,53	-1,28	0,00	0,00	0,00	0,00	0,00	0,00	-1,28	102%
	02 Study to review the Aid	COGEST	62,50	33,21	29,29	0,00	0,00	0,00	0,00	0,00	0,00	29,29	53%
	03 Design of a monitoring &	COGEST	61,66	63,37	-1,71	0,00	0,00	0,00	0,00	0,00	0,00	-1,71	103%
	04 Study to ascertain artemia	COGEST	98,40	0,59	97,81	35,00	0,00	18,00	35,00	88,00	0,00	9,81	90%
	05 Final Evaluation of Bundibugyo	COGEST	69,96	1,01	68,95	0,00	13,00	20,00	35,95	68,95	0,00	0,00	100%
	21 Ministry of Education Studies		921,93	141,50	780,43	160,00	78,00	254,86	22,92	515,78	0,00	264,65	71%
	01 Retreat to formulate BTNET	COGEST	9,16	4,60	4,56	0,00	0,00	0,00	0,00	0,00	0,00	4,56	50%
	REGIE		67,50	11,62	55,88	0,00	2,00	2,00	2,00	6,00	16,00	33,88	50%
	COGEST		3.250,03	1.224,04	2.025,99	234,85	150,50	325,86	137,24	848,45	600,00	577,54	82%
	TOTAL		3.317,53	1.235,66	2.081,87	234,85	152,50	327,86	139,24	854,45	616,00	611,42	82%



Financial Planning of UGA/01/004

Project Title : **Fonds d'Etudes**

Fin Plan Version: **2011Q1**

Budget Version: **Q01**

Donor: **DGD**

Currency: **EUR**

Amounts in 1000 EUR

Status	Fin Mode	Budget	TtY-1	Balance	2011					2012 to end	Est. end Proj. Bal.	Est. % exec.
					Q1	Q2	Q3	Q4	Total			
02 Training Modules for	COGEST	176,80	53,34	123,46	50,00	0,00	73,46	0,00	123,46	0,00	0,00	100%
03 Formulation of BTJET skills	COGEST	416,00	82,96	333,04	50,00	0,00	80,00	0,00	130,00	0,00	203,04	51%
04 Tracer Study in BTJET Sub	COGEST	114,85	0,20	114,65	20,00	20,00	30,00	0,00	70,00	0,00	44,65	61%
05 Cost Assessment Study on	COGEST	67,60	0,20	67,40	20,00	20,00	27,40	0,00	67,40	0,00	0,00	100%
06 Scoping and Analytical Study of	COGEST	78,60	0,20	78,40	20,00	20,00	26,00	0,00	66,00	0,00	12,40	84%
07 Needs Assessment BTJET	COGEST	58,92	0,00	58,92	0,00	18,00	18,00	22,92	58,92	0,00	0,00	100%
22 Ministry of Local Government		48,62	1,43	47,19	0,00	15,00	15,00	17,19	47,19	0,00	0,00	100%
01 Poverty Profiling - Kasese	COGEST	48,62	1,43	47,19	0,00	15,00	15,00	17,19	47,19	0,00	0,00	100%
Z UNALLOCATED FUNDS		811,06	8,51	802,55	0,00	2,00	2,00	2,00	6,00	616,00	180,55	78%
01 Unallocated Funds		811,06	8,51	802,55	0,00	2,00	2,00	2,00	6,00	616,00	180,55	78%
01 Balance for new studies	COGEST	743,56	-3,11	746,67	0,00	0,00	0,00	0,00	0,00	600,00	146,67	80%
02 Balance for new studies &	REGIE	67,50	11,62	55,88	0,00	2,00	2,00	2,00	6,00	16,00	33,88	50%
	REGIE	67,50	11,62	55,88	0,00	2,00	2,00	2,00	6,00	16,00	33,88	50%
	COGEST	3.250,03	1.224,04	2.025,99	234,85	150,50	325,86	137,24	848,45	600,00	577,54	82%
	TOTAL	3.317,53	1.235,66	2.081,87	234,85	152,50	327,86	139,24	854,45	616,00	611,42	82%

OPERATIONAL PLANNING YEAR 2011

BELGO-UGANDAN STUDY AND CONSULTANCY FUND

UGA/01/004



**EMPOWERING
DEVELOPMENT**

: HAUTE □ BRUSSEL 1000 BRUXELLES □ T 32 2 505 37 00 □ F 32 2 502 98 62 □ INFO@BTCC



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OPERATIONAL PLANNING – UPDATE Q1-2011
UGANDA: BELGO-UGANDAN STUDY AND CONSULTANCY FUND
UGA/01/004



I.1. Annual planning of the activities – Update Qn

Annual
planning of the
activities

- *To be completed by the project team.*
 - *Preferably use the Adept-Tracker or MS-Project tools, or by default the logbooks below. Whichever tool is used, it is essential to supply the information asked for, more in particular the information about the planning and follow-up of the management activities that are related to general costs.*
-

ANNUAL PLANNING OF THE ACTIVITIES – Update Q1 2011

Activities	Subactivities	J	F	M	A	M	J	J	A	S	O	N	D	Person in charge	Remarks - Difficulties – Points of attention
<i>A._14_01: Consultancy for an integrated information and document management system for Education Service Commission (ESC)-supply of servers</i>	Implementation of contract													Education Service commission	Servers were supplied at the end of the year (2010) and payment made in Jan'11
<i>._15_01: The Impact of the Energy Supply Shortfall on the Uganda Economy</i>	Implementation of contract													MoFPED	Draft report was submitted and approved. Consultants are revising draft report.
<i>A._20_02: Study to review the aid management manual</i>	Implementation of contract													MoFPED	The consultant has not been able to produce acceptable final draft report despite all the follow up by MoFPED. On the other side MoFPED has had delays in submitting comments on draft report to consultant. Final decision should be taken during steering committee.
<i>A._21_02:: Development of Training Modules for Institutionalized leadership</i>	Implementation of contracts													MoES	Acceptable draft report has been submitted. Consultants have plan for field testing of the modules this quarter. Delays by the MoES to approve report will cause a delay in final submission.
<i>A_18_08 Technical Assistance for the development of strategic and work plans in the health sector</i>	Implementation of contracts													MoH	On track

<p>A_20_04</p> <p>Feasibility study of Artemia production in saline lakes in western Uganda as a means of enhancing aquaculture production</p>														MoFPED	Contract was signed in Jan'11 after considerable delay.
	Signing of contract													MoFPED	Implementation is for one year.
<p>A_21_03</p> <p>Formulation of BTVET strategic plan</p>														MoES	Although the team leader who was recruited under study fund embarked on preparatory mission earlier, the whole exercise was delayed due to lack other key consultants in the team. The assignment was expected to be completed by March 2011 but this will depend on the availability of other consultants. No cost extension until third quarter is expected.
	Implementation of contracts													MoES	Although the team leader who was recruited under study fund embarked on preparatory mission earlier, the whole exercise was delayed due to lack other key consultants in the team. The assignment was expected to be completed by March 2011 but this will depend on the availability of other consultants. No cost extension until third quarter is expected.

	Implementation of contract													MoFPED, BTC, MoES	Setting up team of consultants has been a challenge due to difference in availability to start on the assignment. MoEs approval of deliverables may cause delay
16. Needs Assessment Study in Preparation of the Belgo-Ugandan Project for Improving Training of BTVET Instructors, Health Tutors and Secondary Teachers in Uganda	Evaluation of bids													MoFPED, BTC, MoES	Ongoing but hopefully deadlines can be respected
	Signing of contract													MoFPED, BTC, MoES	Will depend on evaluation
	Implementation of contract													MoFPED, BTC, MoES	Start will depend on evaluation. No challenges expected during implementation.
17. Final evaluation of Bundibugyo Integrated Development Program (BIDP)	Evaluation of bids													MoFPED, BTC, MoLG, Bund ibugyo	On track
	Signing of contract													MoFPED, BTC	On track
	Implementation of contract													MoFPED, BTC, MoLG, Bund ibugyo	This should proceed without major challenges

I.2. Annual planning of public contracts – Update Qn

Annual
planning of the
public contracts

- *To be completed by the project team.*
 - *Use of the table elaborated by L&A is mandatory.*
-

Separate document provided

I.3. Annual financial planning – Update Qn

Annual financial planning

- *To be completed by the project team.*
 - *Use of the tables elaborated in FIT is mandatory.*
-

Separate document provided

I.4. Comments on operational planning – Update Qn

Comments operational planning

- *To be completed by the project team.*

The current planning is based on studies approved and carried forward from 2010. The preparations for implementation of most of these studies started in 2010 with procurement process completed. These preparations will help to speed up implementation in 2011. The planned figures are based on either actual contract amounts for the already procured consultancies or the estimated budget of the study.

Three studies were carried forward from 2009. One of them was a final payment and has been achieved but the two may still be a challenge in completing. It is hopeful that the energy study will be completed. Although the implementation is slow there is progress on activities. However, the aid management manual has hit a snag. The consultant has not been able to produce acceptable final draft report despite all the follow up by MoFPED. On the other side MoFPED has had delays in submitting comments on draft report to consultant. Final decision should be taken during steering committee of March 2011 on the way forward.

For all BTVET related studies, setting up team of consultants has been a challenge due to difference in availability of consultants to commence on the assignment. In future there will be need to check the availability of all the team members before engaging them on the study. In addition MoEs approval process of deliverables may cause delay. For these studies we agreed with MoES for special M&E working group meetings to review and provide comments to avoid delays in waiting for the scheduled meetings.

I.5. Risk analysis – Update Qn

Definition of risk

A risk is the likelihood that an event occurs that has impact on the achievement of the objectives.

A risk, in a way, covers the notions of “weakness” and “threat” of a SWOT analysis.

What is a major risk?

A risk is measured by likelihood (of occurring) and impact (consequences).

A major risk is a risk with a high impact, whether the likelihood of occurrence be high or low.

Types / categories of risks

Risks can be classified in the following types/categories:

- Financial risks (for instance: theft/embezzlement).
 - Operational risks (for instance: loss of key persons).
 - Legal or compliance risks (for instance: not respecting existing legal provisions).
 - Reputation risks (for instance: weak quality of BTC services).
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Risk analysis

- *To be completed by the project team.*
 - *You are required to identify all major risks for the realization of the financial execution rate in 2011.*
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Availability of consultants for a particular study at the same time to start the assignment is of concern to the implementation of study fund. Checking availability before engaging consultants should solve this problem.

Tender Nr	Name of the tender	Brief description of the tender	Kind of tender	Currency	Amount (Estimated/realized)	Amount euros (Estimated/realized)	Execution mode	Budget codes(s)	Supplier(s)	Award procedure	Progress of tender	Remarks	Milestones (realize/planned)					
													Date(s) / period(s) Preparation of Tender	Date(s) / Period(s) Publication	Date(s) / Period(s) Awarding	Date(s) / Period(s) Exécution	Date(s) / Period(s) Payment	
UGA119	Health Facility Survey; Assessment of the Management of Resources for Health in Uganda	Data collection on management of resources in health	Services	UGX	92.887.000	€ 33.777	Joint management	A_18_04	Viable solutions	Restricted Bidding	final report and invoice submitted	completed	2009	2009	2009	2009	2009-2010	2009-Q1
UGA121	Support to Aid liaison Department to review the Aid Management Manual	Review of aid management of 2003	Services	UGX	131.600.000	€ 47.855	Joint management	A_20_02	DMCI	Restricted Bidding	Draft report being edited	Draft report was not of acceptable quality - the consultant was expected to fine tune the report but seems to lack the capacity to do that. A decision will be taken at the next SC sitting	2008	Sept 2008	Dec 2008	Dec 08- June 2010	Q2	
UGA126	Design of a monitoring and evaluation framework for MoFPED	designing of M&E tool for MFPED to able to monitor programs	Services	€	60.890	€ 60.890	Joint management	A_20_03	RealTech	Restricted Bidding	final report and invoice submitted	completed	2009	2009	2009	Until June 2010	Q2	
UGA132	Study to Assess the Impact of the Electricity Supply Constraints on the Ugandan Economy"; report writing	Analysis of data and report writing	Services	UGX	41.800.490	€ 15.200	Joint management	A_15_01	Team Initiatives	Restricted Bidding	Inception report submitted	study on going	2009	2009	nov-09	from Mar10 for 4months	Q2, Q3, Q4	
UGA125	Acquisition and Implementation of an Integrated Information And Document Management System (IIDMS)	acquisition of soft and hardware system for data and information magement in Education Service commission	services	UGX	58.140.000	€ 21.142	Joint management	A_14_01	Computer supplies	Restricted Bidding	completed	Activity completed, Final invoice has been submitted for payment	2009	2009	2009	Sept 2009 until March 2010	Q2	
UGA133	Development of Training Modules for Institutionalized leadership	Consultancy for developing training modules for headteachers in both primary and secondary school and their Board of directors	services	USD	221.000	€ 170.000	Joint management	A_21_02	AFROEDUCAR E	Open international Bidding	Inception report submitted	On track	mars-10	1 month	juil-10	August-December 2010	Q4	
UGA136	Acquisition and Implementation of an Integrated Information And Document Management System (IIDMS)-Servers	Additional Euro 37,265 was approved for supply of server hardware and software and training to improve the functionality of the system developed under UGA125	Goods	USD	28.390	€ 21.838	Joint management	A_14_01	Elite technology	Restricted Bidding	on going	we are waiting for Elite to update us on delivery schedule	janv-10	1 month	avr-10	April-Dec 2010	Q2,Q3,Q4	
UGA142	Formulation of BTJET Strategic plan - International Consultant; TVET Policy, Management and Institutional Capacity Building (Team Leader)	BTC together World Bank are constituting a team of consultants to formulate the BTJET strategic plan for MoES. Consultants have been individually recruited with this position being the team leader. For every position we have international and national consultants.	Services	€	82.000	€ 82.000	Joint management	A_21_03	Dr. Jutta Franz	Open international Bidding	on going	Preparation mission on going	2010	1month	août-10	August 10- March 2011	Q4,Q1 2011,Q2 2011	
UGA143	Formulation of BTJET Strategic plan - Enterprise/Small Business Development Specialist (International Consultant);	See explanation above. This is an international position	Services	€	76.370	€ 76.370	Joint management	A_21_03	Dr. Susanne Adam	Open international Bidding	on going	She will start on the assignment from 15th September	2010	1month	août-10	August 10- March 2011	Q4,Q1 2011,Q2 2011	