



**CTB**



The Republic of Uganda  
Ministry of Finance, Planning and  
Economic Development

# ANNUAL REPORT- STUDY AND EXPERTISE FUND 2012 INTERVENTION: UGA01004



<b>ACRONYMS .....</b>	<b>3</b>
<b>1 INTERVENTION AT A GLANCE .....</b>	<b>4</b>
1.1 INTERVENTION FORM.....	4
1.2 BUDGET EXECUTION.....	4
<b>2 CONTEXT .....</b>	<b>5</b>
2.1 GENERAL CONTEXT .....	5
2.2 MANAGEMENT CONTEXT: EXECUTION MODALITIES .....	5
2.3 HARMO-CONTEXT .....	6
<b>3 ANALYSIS OF PROGRESS MADE.....</b>	<b>8</b>
3.1 STUDIES.....	9
3.1.1 <i>Progress of studies</i> .....	9
3.1.2 <i>Analysis of studies completed</i> .....	10
3.2 EXPERTISE .....	15
<i>No experts were funded during the reporting period.</i> ....	15
3.3 BUDGET EXECUTION.....	16
3.4 QUALITY CRITERIA .....	16
3.5 RISK MANAGEMENT.....	17
<b>4 STEERING AND LEARNING .....</b>	<b>19</b>
4.1 ACTION PLAN .....	19
4.2 LESSONS LEARNED.....	19
<b>5 ANNEXES.....</b>	<b>21</b>
5.1 “BUDGET VERSUS CURRENT (Y – M)” REPORT .....	21
5.2 DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP .....	21

## Acronyms

<List all acronyms used in the Results Report (alphabetically; see examples below)>

BTC	Belgian Development Agency
BTJET	Business, Technical and Vocational Education and Training
JLCB	Joint Local Consultative Body
GoU	Government of Uganda
GIZ	Germany Technical Cooperation
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MDAs	Ministries, Departments and Agencies
MFPED	Ministry of Finance, Planning and Economic Development
MGSD	Ministry of Gender and Social Development
MTR	Midterm review
MOH	Ministry of Health
NDP	National Development Plan
NPA	National Planning Authority
SWAP	Sector Wide Approach
UPF	Uganda Police Force
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund

# 1 Intervention at a glance

## 1.1 Intervention form

Intervention name	Belgo-Ugandan Consultancy and Study Fund
Intervention Code	UGA/01/004
Location	Kampala
Budget	3,317,000 (Cogestion- 3,250,000 and regie- 67,500)
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Date of implementation Agreement	8th August 2002-7th August 2013
Duration (months)	132
Objective	The Fund aims at enhancing the institutional capacity in Uganda in support of the prioritised sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness on the other hand

## 1.2 Budget execution

Total Budget	Expenditure year N	Balance	Total Disbursement rate
3,317,000	2,134,024	749,346	77%

National execution official <sup>1</sup> Mr. Keith MUHAKANIZI	BTC execution official <sup>2</sup> Nebeyu SHONE
	

## 2 Context

### 2.1 General context

*Describe any important general contextual elements that have had an important influence (positive or negative) on the intervention. These events should have occurred during the reporting period and can relate to changes in institutional contexts, sector policies, decentralisation and deconcentration policies, major political events, etc. Limit yourself to the description of key evolutions during the reporting period, if any.*

*Max length: 250 words*

The current specific agreement expires in August 2013 however, new ICP was signed in April 2012 with additional budget for study fund of Euro 3 million for another four years. The extension of specific agreement and subsequent implementation of this study fund will be informed by the findings and recommendations of the evaluation of the fund that was successfully completed in September 2012.

The evaluation of study fund brought out a number of important recommendations towards improvement of implementation of the fund and also produced templates for MDA request and consultant's proposal. The MDA request format will assist increase quality and acceptability of proposals and TORs. It will also provide insight in understanding the outcomes of the study and its utilisation thereafter. While the consultant's proposal format will ensure uniformity among submitted bids and thus facilitating objectivity during analysis of the tenders.

As recommended by the evaluation team, administrative support being provided for management of the fund has enabled smooth follow up of the administrative processes.

### 2.2 Management context: execution modalities

*Assess the effects (positive or negative) of the execution modalities on the advancement of the intervention. Provide a score (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all) and comment on the attributed score (current situation, strengths, weaknesses, influence on the progress of the intervention). Limit yourself to the description of key evolutions during the reporting period*

*Max length: 250 words*

The study fund is being implemented at 98% under co-management. The specific agreement entrusted the Fund Director (Deputy Secretary to the Treasury of MoFPED) with responsibilities of approving all expenditures of

the fund together with BTC. During the reporting year however, the management of the main project account has been transferred to Office of Accountant General from Deputy Secretary to the treasury. This was necessary to strengthen the payment systems in government and ensure eventual integration of project fund into government financial management tool- Information financial management system (IFMS),

This year, GoU in an attempt to strengthen internal control system re-introduced internal pre-audits on all payment vouchers. Pre-audit is an internal control system that checks compliance, helps avoid errors and helps detect any form of corruption. However, this process had been abolished in the past because it increased bureaucracy and delayed payments.

The evaluation revealed a lot of administrative work and recommended the recruitment of an administrative staff. As a result of this recommendation, administrative support has been provided by both BTC and MoFPED.

### 2.3 Harmo-context

*Describe how other actors influenced the intervention and vice versa: harmonisation initiatives with other development actors (or other BTC interventions), the alignment with partner strategies, ownership by the partner. Limit yourself to the description of key evolutions during the reporting period  
Max length: 250 words*

Study fund has continued to operate in collaboration with other development partners through sharing of technical expertise and co-funding of studies and therefore building synergies.

All studies are within the strategic framework of and supporting the Government. The study fund has supported the development of a number of policy related documents e.g BTVET, Climate change policy e.t.c. It is also supporting the reform processes of government e.g. BTVET

There has been mutual benefit through dialogue with the projects within our bilateral cooperation during the development of a number of policies and strategies through study fund.

The fund requests are normally initiated and coordinated by MDAs. The MoFPED exercises good level of authority on approval of fund requests. Ownership has been continuously emphasised through ensuring that the studies pass through the SWAP process of ministries for approvals. All studies are approved through the technical working group structures of the government. Quality assurance officers who are assigned to each study

from the MDAs work together with the consultants and in so doing their capacities are built.

In 2010, Government developed a five year National Development Plan (NDP) 2010/2011 to 2014/15 under the leadership of the National Planning Authority. This NDP is now due for midterm review (MTR) as provided for in the same document. The review will assess the performance against the intended objectives, targets and desired results towards socio-economic transformation. It will also recommend changes if any that are required to achieve the NDP objectives and targets as well as refocusing implementation over the remaining period, addressing emerging issues and informing the next national development plan. A number of studies/assessments are planned to inform the review process including those on cross-cutting issues of; Gender, culture and mind-set, Disability, HIV/AIDS, Human Rights, Social Protection, Nutrition and environment. A number of donors including UNDP, UNICEF, GIZ and Belgium are supporting this MTR. Under study fund Gender and environment studies are being supported.

### 3 Analysis of progress made



## 3.1 Studies

### 3.1.1 Progress of studies

Progress of studies <sup>1</sup>	A	B	C	D	Comments (only if the value is C or D)
1: The Impact of the Energy Supply Shortfall on the Uganda Economy		√			
2: Study to review the aid management manual				√	The study has delayed due to number of reasons: The capacity of the consultant to carry out this assignment was misjudged but poor. Secondly, commitment from responsible government departments and agencies to guide the consultant was lacking. Lastly, new development surrounding aid effectiveness and new partnership principles being finalised by GoU means if this study is to continue there is need to reconsider adjustment of the current TOR.
3: Feasibility study of Artemia production in saline lakes in western Uganda as a means of enhancing aquaculture production		√			
4: Poverty Profiling and Mapping of Kasese District			√		Delays in execution of the study due to challenges faced in trying to involve numerous stakeholders.
5: Cost assessment Study on BTVET programmes		√			
6: Child rights study in Busoga region and other selected districts of Uganda as a means of developing a child protection strategy for Uganda Police Force		√			
7: Development of climate change policy and implementation of strategy		√			
8: Evaluation of Belgo-Ugandan Study and Consultancy Fund	√				
9: Third Monitoring and Evaluation of the Education Quality Enhancement Initiative (QEI)		√			
10: Development of an Identification Proposal for Institutional Support to the Private-Non-For Profit (PNFP) Health Sub-sector			√		Guidance and inputs from MOH top management was not forthcoming and therefore delaying the final delivery by the consultants.
11: Preparing terms of references for the impact assessment/evaluation and needs assessment for the scholarships programme		√			
12: The extent to which Gender issues were addressed during the NDP implementation		√			
13: The extent to which Environmental concerns were addressed during the NDP implementation		√			

<sup>1</sup> A: Ahead of schedule  
 B: On schedule  
 C: Delayed, corrective measures are required.  
 D: Seriously delayed (more than 6 months). Substantial corrective measures are required.

### 3.1.2 Analysis of studies completed

<For every Study that has been completed during the reporting period: fill in a box like the one underneath. You can just copy paste the box for every study. Be succinct>

<b>Title of study:</b>	The Impact of the Energy Supply Shortfall on the Uganda Economy
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The study supported the Ministry of Finance, Planning and Economic Development to assess the impact of the electricity supply constraints on the Ugandan economy". The survey intended to reveal the impact of electricity shortages and electricity prices at the households and the household enterprises.
<i>Have the studies been used as intended?</i>	Since there was significant delay in finalising the study, there is no guarantee that the study results were used as planned.
<i>To what did the study contribute?</i>	The study was in support of the Power Sector Development Operation. The study addressed some of supply-demand gaps in the sector through combined support for investments in additional thermal power generation and for consolidating sector policy reforms that were already being implemented
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Delay in finalising report. The data collection took a long time to be finalised. The Ministry preferred to write the report by themselves but after some reasonable delay they opted for support from external consultant.

<b>Title of study:</b>	Study to review the Government of Uganda aid management manual
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	To deliver national development programmes efficiently and effectively the Government of Uganda (GoU) has, over the years, designed a number of frameworks and guidelines, one of which is the aid management manual that was last produced in 2003. The aid management manual of 2003 was designed to serve the Government as an operations manual. With a number of important developments since 2003 when the current AMM was produced, the MoFPED strongly believes that the AMM requires a comprehensive review to incorporate the new changes and initiatives, eliminate aspects that are no longer prevailing, and make the document more comprehensive, concise and relevant. This review was expected to result into the development of an efficient and effective Aid Coordination and Management System in the country.
<i>Have the studies been used as intended?</i>	Not yet completed
<i>To what did the study contribute?</i>	Not yet completed
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study has never been finalised for number of reasons: The capacity of the consultant to carry out this assignment was questionable. Secondly, commitment from responsible government departments and agencies to guide the consultant was lacking. Lastly, new development surrounding aid effectiveness and new partnership principles being finalised by GoU means if this study is to continue there is need to reconsider adjustment of the current TOR.

<b>Title of study:</b>	Feasibility study of Artemia production in saline lakes in western Uganda as a means of enhancing aquaculture production
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	In order to increase fish production in Uganda, there is need to produce large quantities of fish fry which can only be obtained by having good quality live feeds for the hatcheries. The production of Artemia (the brine shrimp) has a potential of providing an alternative source of essential nutrients (essential amino acids) to supplement fish diets deficient in these essential nutrients due to its high nutritional quality, and ease and versatility of use.  In order for such a project to be designed, there was need to carry out feasibility study. Feasibility study for artemia production involved both laboratory tests and demonstration on selected sites.
<i>Have the studies been used as intended?</i>	Due to inadequate ownership by GoU, the use of the study product has been affected. The study also recommended further research to be conducted for which GoU does have funds.
<i>To what did the study contribute?</i>	Strategy for increased fish production in Uganda under Fisheries department in Ministry of Agriculture.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Ownership of the study was left in question between Mountain of the Moon University, MAAIF, and MFPED.

<b>Title of study:</b>	Poverty Profiling and Mapping of Kasese District
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	To support Kasese district to identify the incidence and prevalence of poverty, locate the poor groups including the marginalised groups, describe and categorise them in socio-economic clusters as well as in geographical space.
<i>Have the studies been used as intended?</i>	The study was intended to guide the implementation of the Kasese project Poverty Reduction Program. However due to important delays to finalise the study, the recommendations will not be implemented by the project. However the district has a strategy for a poverty free society for which the study fits and therefore the result will still be beneficial to the district.
<i>To what did the study contribute?</i>	The profiles generated are complementary to the Uganda Bureau of Statistics (UBOS) studies. The in-depth case studies of individual households provided insight in the behavioural dynamics of poverty. Thus the analysis of poverty per livelihood sector of the district therefore outlined practical entry points for poverty alleviation activities. In addition, the expanded poverty profiling collected data at parish level and looked into the correlation with sub county data. The information of the poverty mapping will be used as a tool and practical input to the LG planning cycle and identification of priorities for further action. Rational resource allocation is anticipated.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Delays in execution of the study due to challenges faced in trying to involve numerous stakeholders negated the use of the study findings during the life of the Kasese project. However, the study has highlighted important issues that will guide the district in implementing its own poverty targeted activities in future.

<b>Title of study:</b>	Cost assessment Study on BTVET programmes
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study generated a comparative unit cost assessment for different BTVET programmes provided at different levels, in formal and non-formal and public and private BTVET set-ups in order to support cost-effectiveness estimates for different providers
<i>Have the studies been used as intended?</i>	The study is being used by BTVET reform task force to develop work plan for implementation of BVET
<i>To what did the study contribute?</i>	Feeding into BTVET strategy
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Setting up team of consultants was a challenge due to differences in availability to start on the assignment. Contract for international consultant took more than a month to be concluded. Data collection was equally a challenge due to sensitivity of the required information.

<b>Title of study:</b>	Child rights study in Busoga region and other selected districts of Uganda as a means of developing a child protection strategy for Uganda Police Force (UPF)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	UPF was supported to conduct a detailed study on violations against children in Busoga region in addition to rapid assessments of child protection issues in other regions in the country. The aim of the study was to establish a detailed picture of the nature, extent and causes of these violations and came up with a strategy with clear recommendations for action to prevent and respond to the underlying issues.
<i>Have the studies been used as intended?</i>	UPF child protection unit is implementing the strategy under the child protection activities. Secondly, the study report is providing input into the development of the national child protection strategy being formulated under Ministry of Gender and Social development.
<i>To what did the study contribute?</i>	The overall national child protection strategy being developed by Ministry of Gender and Social development. Secondly, child protection strategy specific to UPF to be implemented under child protection unit.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study on child rights having been conducted at national level has provided very useful information for understanding the magnitude of child violence and abuse in the country. Several stakeholders are currently using the study as a justification for their support. Keen interest has been drawn from MGSD on the study.

<b>Title of study:</b>	Development of climate change policy and implementation strategy
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The recently adopted regional climate change policy for the East African Community (EAC) urges member countries to develop country policies, which are consistent with the regional policy to ensure harmonized action within the EAC region. The purpose of the consultancy was to develop a climate change policy and a draft implementation strategy, specifically for Uganda. This Ugandan policy clearly has a link to the EAC but it is embedded in the specific contexts and realities of the country.

<i>Have the studies been used as intended?</i>	The study was completed end of December 2012 and currently undergoing final consultations in preparation for submission for approval to the Cabinet.
<i>To what did the study contribute?</i>	This was development of national climate change policy for Uganda.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	There was a lot of enthusiasm by all the stakeholders at different levels right from the top political and technical government leadership at both central and district level. This was evident during the national stakeholders' meetings where they actively participated. With the current political pressure to have the policy approved, the document stands high chances of successful implementation.

<b>Title of study:</b>	Evaluation of Belgo-Ugandan Study and Consultancy Fund
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	After 10 years of implementation of Study and consultancy fund, an evaluation was commissioned in April 2012. The objective of the evaluation was to assess the performance and impact of the Fund within the framework of its specific agreements.
<i>Have the studies been used as intended?</i>	The study produced templates for MDA request and consultant's proposal which are being currently used. It also emphasised the need to improve M&E of the fund in order to improve measurement of performance and impact. These tools will be developed under a separate assignment. A number of other recommendations to improve management of fund are being implemented.
<i>To what did the study contribute?</i>	Improved utilisation of study fund with greater impact
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	none

<b>Title of study:</b>	Third Monitoring and Evaluation of the Education Quality Enhancement Initiative (QEI)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	In 2008, the Ministry of Education and Sport (MoES) with its Development Partners, launched the Quality Enhancement Initiative (QEI) in a bid to enhance the quality of their primary education in 12 poorly performing districts. In order to establish the situation on the ground a baseline study on key indicators was conducted in 2009 and subsequently 2 M&E exercises have were done in 2010 and 2011. This is the 3rd M&E exercise which also serves as the final evaluation of the program.
<i>Have the studies been used as intended?</i>	<i>Study on going</i>
<i>To what did the study contribute?</i>	<i>Study on going</i>
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	<i>Study on going</i>

<b>Title of study:</b>	Development of an Identification Proposal for Institutional Support to the Private-Non-For Profit (PNFP) Health Sub-sector
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>The identification of the intervention in line with the Belgian Cooperation strategy, the GoU National Development Plan, Second National Health Policy and Health Sector strategic and investment plan for Ministry of Health.</p> <p>The role of PNFP in the bridging the unmet gap left by Government in the delivery of health services has tremendously increased yet government support towards these entities has stagnated. There is therefore need for a coordinated response among development partners to support PNFPs and in line with the recently approved policy on PNFPs</p>
<i>Have the studies been used as intended?</i>	Study on going
<i>To what did the study contribute?</i>	Study on going
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	N/A

<b>Title of study:</b>	Preparing terms of references for the impact assessment/evaluation and needs assessment for the scholarships programme
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>Preparation of the TOR was within the following context:</p> <p>The Belgian Cooperation has been implementing Scholarship Programme in Uganda since 2000. Health and Education sectors have been the main beneficiaries since 2009 with a few scholarships going to the general programme. The scholarships programme has been receiving an annual budget of 1 million Euros between 2009 and 2012 (current ICP) and has benefited over 700 people. A draft identification proposal has been developed to cover the period FY2012/13 to FY 2015/16. In the new phase individual scholarships will be significantly scaled down and gradually evolve into an integrated capacity building programme, mainly targeting institutions in two priority sectors of health and education and to a small extent, environment sector.</p> <p>In general, impact assessment will aim at establishing the value addition of the training acquired by scholarship beneficiaries during the period 2005-2012. On the other hand, the needs assessment will mainly identify priority training needs of Government institutions and organizations, and former scholars to feed into the new phase of the scholarship programme</p>
<i>Have the studies been used as intended?</i>	Study on going
<i>To what did the study contribute?</i>	Study on going
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	N/A

<b>Title of study:</b>	The extent to which Gender issues were addressed during the NDP implementation
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The purpose of study is to provide detailed research report to inform the main National Development Plan (NDP) mid-term review process. The NDP has been implemented for two and half years and there is need to assess the progress made in the achievement of its objectives. The report will further provide evidence for addressing emerging issues as well as informing the next five year NDP. Also the reports will provide accountability on the commitments made in the NDP, as well as evidence based learning on the extent to which Gender issues were addressed during NDP implementation.
<i>Have the studies been used as intended?</i>	Study has not yet been conducted. Tender launched in December 2012
<i>To what did the study contribute?</i>	<b>N/A</b>
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	<b>N/A</b>

<b>Title of study:</b>	The extent to which Environmental concerns were addressed during the NDP implementation
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The purpose of study is to provide detailed research report to inform the main National Development Plan (NDP) mid-term review process. The NDP has been implemented for two and half years and there is need to assess the progress made in the achievement of its objectives. The report will further provide evidence for addressing emerging issues as well as informing the next five year NDP. Also the reports will provide accountability on the commitments made in the NDP, as well as evidence based learning on the extent to which environmental issues were addressed during NDP implementation.
<i>Have the studies been used as intended?</i>	Study has not yet been conducted. Tender launched in December 2012
<i>To what did the study contribute?</i>	<b>N/A</b>
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	<b>N/A</b>

### 3.2 Expertise

**No experts were funded during the reporting period.**

### 3.3 Budget execution

Add – in annex – the “Budget versus current (y – m)” Report, which includes the data up to 31/12/2012, and refer to the annex here. Comment briefly on this financial report if relevant.

Budget execution for the year was 97%. Two studies (climate change policy and poverty profiling) were completed mid December 2012 however processing of final invoice was not possible because December holidays begins early in the month. Identification proposal of PNFP was delayed by one month due to difficulties faced during the consultative process.

### 3.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score<sup>2</sup> to the following criteria

Relevance: The degree to which studies and expertise are in line with local and national priorities

Efficiency: Degree to which studies and expertise have been executed on time and on budget.

Effectiveness: Degree to which studies and expertise actually contribute to their intended objectives

Criteria	Score
Relevance	A
Efficiency	B
Effectiveness	B

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<sup>2</sup>

- A: Very good performance
- B: Good performance
- C: Performing with problems, measures should be taken
- D: Not performing/ having major difficulties: measures are necessary

If a criterion cannot be assessed (e.g. because the intervention has only just started), attribute the criteria with an ‘X’ score. Explain why the criterion has not been assessed.



### 3.5 Risk management

Provide the evolution of risks<sup>3</sup> and how they have been managed. Identified risks consist of risks emanating from the TFF and significant risks that have been identified during the implementation of the intervention. Risks can also be identified during the Annual reporting.

- Describe the risk
- Score the probability that the risk might occur: High, Medium, Low
- Score the impact if the risk would occur: High Medium, Low

If a risk is attributed with a High or very high score, detail the measures that have been taken/will be taken and indicate the person/actor responsible.

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total <sup>4</sup>	Action(s)	Resp.	Deadline	Progress	Status
Low yearly utilisation of the fund		Reputational	Medium	Medium	medium	Study Fund web page on MoFPED website created and hosted	MoFPED	June 2013	none	
						A brochure produced	MoFPED	June 2013	none	
						To communicate to all PS within Belgian cooperation about the availability of fund	MoFPED	Feb 2013	none	
Delay in extension of specific agreement	Jan 2013	Reputational	High	High	High	Already agreed in SC of Sept 2012, start early the process for exchange of letter	MoFPED/Embassy	June 2013	none	

<sup>3</sup> Limit yourself to Development Risks, Reputational Risks

<sup>4</sup>

Potential impact	High	B	C	D
	Medium	A	B	C
	Low	A	A	B
		Low	Medium	High
Probability				

Some of the completed studies not being utilised	2012	Development	Low	High	High	All proposal incorporate how the study results will be utilised	MoFPED/ Embassy/ BTC	Cont.	On going	

## 4 Steering and Learning

### 4.1 Action Plan

*On the basis of the data and analysis above, formulate actions to be taken (/decisions to be taken) These can be both strategic as operational.*

Action plan	Source	Actor	Deadline
<i>Description of the action/decision to be taken</i>	<i>The sub-chapter to which the action /decision refers (e.g. 3.2.3)</i>	<i>The person responsible for taking the decision/taking action</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Increase demand for the Fund	3.5	MoFPED	Q2
Initiate exchange of letter	3.5	MoFPED	Q2
Improve on monitoring of implementation of completed studies	3.5	MoFPED/BTC	continuous

### 4.2 Lessons Learned

*Capture important Lessons Learned from the intervention's experience. Lessons Learned are new insights that must remain in the institutional memory of BTC and partners.*

Lessons learned	Target audience
Description of the lesson learned.	The audience that may be interested in the lesson learned.
Evaluation of study fund provided useful insight for improved performance and impact of the fund	Directors of Study Fund
Involvement of all stakeholders at different levels can drag the consultative process but yields good quality products.	MDAs, BTC

Development partner coordination is important for maximisation of resources and building synergies.	BTC/Embassy
Studies that are directly linked to our cooperation in the country have high chances of being successful. Follow up the implementation of recommendations are straight forward.	BTC/Embassy/MoFPED
Public procurement may not always yield the best results. Mis-procurement can arise at one point.	BTC/MoFPED

## 5 Annexes

### 5.1 “Budget versus current (y – m)” Report

*Provide “Budget versus current (y – m)” Report (this can be annexed to this document and doesn't have to be included in the report as such.)*

**To be attached**

### 5.2 Decisions taken by the JLCB and follow-up

*Provide an overview of the important strategic decisions taken by the JLCB and the follow-up of those decisions since the beginning of the intervention.*

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Create awareness on availability of fund	2007	2007	SC minutes	MoFPED	Hold sensitization workshop	MoFPED	2007	completed	Partly done
					Write letter s to Permanent secretaries of sector concentration ministries and agencies	MoFPED	2012	Not yet, to follow up	
To increase ownership and improve quality of studies, TORs should always be discussed and approved in the technical working groups	2012		Evaluation of study fund	all	All studies approved in technical working group	Line ministries		complete	
Evaluation study fund	2012	2012	SC minutes	MoFPED/BTC	Evaluation of study fund launched	MoFPED/BTC	2012	completed	
Implement recommendation arising from evaluation of study fund	2012	2013	Evaluation of study fund	MoFPED/BTC	Action list for implementing recommendations of study fund prepared and status monitored regularly	MoFPED/BTC	continuous	On going	
Start process to extend duration and budget of study fund	2012	Q1 2013	ICP 2013-16	MoFPED/Embassy	Prepare exchange of letters	MoFPED & Embassy	Q2 2013		Not yet