



CTB



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

ANNUAL REPORT- STUDY AND EXPERTISE FUND 2014 INTERVENTION: UGA01004

DGD No: 19302/11

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Acronyms

AMM	Aid Management Manual
BTC	Belgian Development Agency
BTVET	Business, Technical and Vocational Education and Training
EAC	East African Community
FY	Financial Year
GoU	Government of Uganda
GIZ	Germany Technical Cooperation
HSSP	Health Sector Strategic and Investment Plan
ICP	Indicative Cooperation Program
JAF	Joint Assistance Framework
JLCB	Joint Local Consultative Body
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MGSD	Ministry of Gender and Social Development
MOH	Ministry of Health
MTR	Midterm review
NDP	National Development Plan
NHP	National Health Policy
NPA	National Planning Authority
PNFP	Private Not For Profit
QEI	Quality Enhancement Initiative
SA	Specific Agreement
SWAP	Sector Wide Approach
UPF	Uganda Police Force
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund

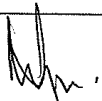

1 Intervention at a glance

1.1 Intervention form

Intervention name	Belgo-Ugandan Consultancy and Study Fund
Intervention Code	UGA/01/004 (DGD:19302/11)
Location	Kampala
Budget	4,750,000 (Co-management- 4,182,500 and regie-567,500)
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Date of implementation Agreement	8th August 2002-8th August 2018
Duration (months)	192
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 start to 2013	Expenditure year 2014	Total expenditure	Balance	Total Disbursement rate
Total	4,750,000.00	2,895,761.25	176,948.55	3,072,709.80	1,677,290.20	65%
Co-mgt	4,182,500.00	2,864,094.88	18,601.30	2,882,696.18	1,299,803.82	69%
BTC mgt	567,500.00	31,666.37	158,347.25	190,013.62	377,486.38	33%

National execution official Ms. Maris WANYERA	BTC execution official Nebeyu SHONE
	

1 Context

1.1 General context

One of the important amendments of the extended Specific Agreement was the decision to open up Study Fund to allow the financing of long term experts as a gap-filling strategy for Sector Support Technical Advisors and other needed experts. During the reporting period the study fund was used to finance two technical experts in MoES.

Meanwhile, in order to strengthen the M&E of the study fund and enhance ownership by the implementing Ministry (MoFPED), an M&E plan and tools to be used in the framework of monitoring the performance of the fund was developed. Its operation is yet to be tested considering that in the reporting year we did not have studies implemented.

1.2 Management context: execution modalities

Management of fund: The current Deputy Secretary to the Treasury who was appointed as Fund Director in late 2013, has continued to work diligently with BTC and the Belgian Cooperation in general.

Restructuring in MoFPED: There has been restructuring going on in MoFPED which has seen the name of the Aid Liaison Department changed to Development Assistance and Regional Cooperation. The Department has retained its current mandate with additional responsibility of coordinating Regional Cooperation matters. Therefore, fund coordination and day-to-day management will remain with the commissioner.

Contracts with consultants under the fund: Meanwhile the specific agreement obliges the fund director with contractual responsibilities; this has been delegated to an Under Secretary assisted by the Assistant Commissioner, Accounts in his/her absence. The new system introduced in 2013 requiring the consultation of the Solicitor General's office before contracts can be signed has not yet been tested since no new studies have been launched in 2014. We are yet to see what effect this will have on the study fund contracts.

1.3 Harmo-context

Building synergies within and outside Belgian cooperation and collaboration with other development partners where synergies exist has remained an area of emphasis under study fund.

Under 'Skilling Uganda', (the BTVET Strategic Plan), we have maintained our collaboration with World Bank, JICA, Irish AID, ADB and KOICA. There are on-going discussions in coordinating support towards the implementation of Skilling Uganda through joint programming of the Albertine region activities. The expert who has been recruited to support the Reform Task Force (RTF) through study fund is proposed to initiate this proposal of joint programming.

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, .e.g. DANIDA for National Climate Change Policy and World Bank for Skilling Uganda.

The two studies for National Planning Authority (NPA) on the extent to which gender and environment concerns were addressed during the implementation of the NDP (2010/11 – 14/15) have formed a strong background for the mid-term review of this plan. Consequently, the same findings and recommendations of the two studies were used during the development of the NDP II. The MTR has been supported by several other development partners including UNDP, GIZ and UNICEF.

2 Analysis of progress made

2.1 Studies

2.1.1 Progress of studies

Progress of studies ¹	A	B	C	D	Comments (only if the value is C or D)
1: Study to review the aid management manual				√	The study stalled and the reasons for this have been again elaborated in 2012 report. These are: the limited capacity of the consultant and the delayed finalization of the Partnership Policy, on which this particular study is dependant. The 9 th SC meeting of 29/09/2012 gave the Aid Liaison Department until end of October 2012 to finalize this study. The Contract has been terminated and a formal communication is expected from MoFPED by the end of March 2015
2: Development of Study fund M & E plan and Tools		√			
3: Regulatory impact assessment of Health sector policy		√			
4: Study tour to Rwanda for the Reform Task Force from 10 th to 15 th November 2014		√			
5: Consultancy to establish a Labour Market Information System (LMIS)		√			
6: Consultancy to establish an M&E system for Skilling Uganda		√			

2.1.2 Analysis of studies completed

Title of study:	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>	The Government of Uganda, through the MoFPED sought to generate an updated guide for the effective, efficient and coordinated reception and utilization of aid in the country. The existent manual was produced in 2003 and some of its content had become irrelevant or obsolete
<i>Have the studies been used as intended?</i>	The Contract was terminated however some of the contents of the report are being used to develop an Aid Policy that will guide the future Development Partner engagement with GoU
<i>To what did the study contribute?</i>	See above
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use</i>	In 2008 when the study was launched, there was a parallel Partnership Policy also under formulation. This policy was to guide the AMM but unfortunately, this has never been realized. The limited capacity of the consultancy firm for the AMM did not help either as a better firm could have proactively pushed the PP formulation. As such, the study was

¹ 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.

of the study?	terminated.
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Title of study:	Regulatory Impact Assessment for National Health Policy II
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Government of Uganda adopted the “Guide to Good Regulation” document for Policy Development which calls for a mandatory Regulatory Impact Assessment (RIA) of the National Policies. The RIA is a study which had to be conducted and presented to the Cabinet to facilitate the discussion and approval of both NHP II and HSSIP
<i>Have the studies been used as intended?</i>	Yes
<i>To what did the study contribute?</i>	Contributed to process of approval of Health Policy
<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

Title of study:	Development of M&E plan and tools for Belgo-Ugandan Study and Consultancy Fund
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The evaluation of the study fund that was conducted in 2012 noted that the fund design affected the measurement of the impacts of the fund. With the exception of purpose of the Fund, there were no explicitly defined specific objectives which could form a basis for tracking or measuring the results component of the Fund. Simply put, the M&E function of the Fund was almost non-existent.
<i>Have the studies been used as intended?</i>	Yes
<i>To what did the study contribute?</i>	The study will help MDAs and stakeholders to have a clearer picture on progress of studies and appreciate (or not) the added values of the respective studies after completion and its impact. Besides, the fund directors will utilise the tools for tracking the fund’s progress in a broader context beyond individual studies.
<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

Title of study:	Study tour to Rwanda for the Reform Task Force from 10 th to 15 th November 2014
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The purpose of the study mission was to benchmark Uganda’s systemic reforms against Rwanda’s operational and structural establishments, viz:- <ul style="list-style-type: none"> a Rwanda Workforce Development Authority b Sector Skills’ Councils c Training & Skills’ Development Funds.
<i>Have the studies been used as intended?</i>	Although it is early days since the tour, it has been fruitful especially for the TVET related lessons learnt from the Rwandan success story, notably: TVET is a high government

	priority (directly under the Office of the President, there is high motivation at work (visible and felt at all levels in the considerably youthful labour force), transparent and accountable government, patriotism of the citizenry, zero tolerance to corruption hence close and regular monitoring, etc.
<i>To what did the study contribute?</i>	The study is to facilitate the re-orientation of the Reform Task Force especially with a new team on board. The team has put together a comprehensive list of 13 recommendations for the Ugandan counterparts to consider.
<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

Title of study:	Consultancy to establish a Labour Market Information System (LMIS)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	(Consultants are being procured) The objective of this assignment is to obtain qualitative and quantitative skills gap on labour market conditions in the Albertine region for use by different stakeholders. The LMIS will be vital in providing more relevant and timely labour market intelligence. This will facilitate the Reform Task Force for Skilling Uganda in making more informed decisions on demand-driven skills training as a pilot on a regional level.
<i>Have the studies been used as intended?</i>	N/A
<i>To what did the study contribute?</i>	The study will help Government to provide active labour market policies concerning closing the skills gap; evaluating results of labour related policies and programs and obtaining key indicators on demand and supply of labour in the country. It will help employees or job seekers to identify current and future job market opportunities; make decisions about their future career development by providing information on the needs of the labour market; etc. It will help employers to make decisions about upgrading their employees' skills; access information on skills available on the labour market; access information on different labour characteristics such as labour policies, labour costs, etc.
<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>	No issues at this point

Title of study:	Consultancy to establish an M&E system for Skilling Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	(Consultants are being procured) The M&E system for the Skilling Uganda Programme (Phase I: 2012/13 – 2015/16) will contain a Theory of Change which clearly depicts the intervention logic. It will also define which data are to be collected, the expected data quality, data collection methods, tools, procedures, etc. In addition, the system will comprise a clear action plan which foresees for systematic and participatory monitoring and evaluation of the Skilling Uganda programmes, activities, outputs, results/outcomes and impacts.

Have the studies been used as intended?	N/A
To what did the study contribute?	The M&E system to be developed is anticipated to: regularly capture information with regard to progress made, allow the project team to take appropriate and timely decisions, track the utilization of resources according to the plan, ensure accountability towards Government and donors and ensure continuous & planned learning and quality control for the Skilling Uganda Reform Task Force roadmap.
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?	No issues at this point

2.2 Expertise

2.2.1 Progress of expertise

Progress of expertise ²	A	B	C	D	Comments (only if the value is C or D)
1 Management Advisor for the Reform Task Force		X			
2 Educational Sector Advisor					Expert resigned from Uganda and moved to BTC Palestine.

2.2.2 Analysis of expertise

<For every expertise, be it planned, on-going or completed in year N: fill in a box like the one underneath. You can just copy paste the box for every expertise. Be succinct >

² A: Expertise completed in year N
 B: Expertise ongoing
 C: Expertise in preparatory phase: preparation going as planned (writing ToR, procurement procedure, etc.)
 D: Expertise planned but delayed

Title of expertise – name of expert:	Management Advisor for the Reform Task Force
<i>Describe, in a few sentences, what the expertise is/was about</i>	The Ministry of Education and Sports requested for a Management Advisor to the Reform Task Force (RFT). The RFT is responsible for the implementation of the BTJET Strategic Plan 2012/3 to 2021/2 (Skilling Uganda). The Management Advisor is to support the establishment of systems and procedures needed for effective and efficient operation of the RFT and the Executive Secretariat.
<i>To what extent is the expertise delivering results?</i>	With a few challenges, the Management Advisor is delivering the expected results
<i>To what has the expertise contributed?</i>	<p>The expert has importantly identified Rwanda as an opportunity for learning on the best practices in the application of TVET reforms and actually spear headed the study tour to Kigali in November 2014. The findings of this mission are documented and will help to refine the operations and strategic planning for the Reform Task Force for Skilling Uganda.</p> <p>The expert has also initiated two other studies for the RTF i.e. the Labour Market Information System and Establishing an M&E System for the RTF. (These studies are elaborated in 3.1 above).</p> <p>Presently, the Management Advisor is working closely with the Ministry of Education and Sports to arrange for participation in a specialized training at the ILO academy on skills development (May 4-15, 2015 – Turin Italy).</p> <p>All these are geared towards enhancing the functionality of the RTF in the coming period.</p>
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise</i>	The whole RTF has recently been reconstituted. It will naturally take some time before the team gets acquainted with the operations and strategic direction of the RTF. Therefore there may need to either extend the current support or rethink on which profile of expert better suits the current team to take forward the reform process.

Title of expertise – name of expert:	Educational Sector Advisor
<i>Describe, in a few sentences, what the expertise is/was about</i>	The MoES requested the Fund director for funds to facilitate the extension of contract for the BTC Education Sector Advisor for a period of one year. The Sector Advisor is to gap-fill for technical assistance to the Reform Task Force during this period.
<i>To what extent is the expertise delivering results?</i>	The sector advisor contributed enormously to the reform process for Skilling Uganda.
<i>To what has the expertise contributed?</i>	The sector advisor contributed enormously to the reform process for Skilling Uganda. He also offered technical support to the newly created Reform Task Force at a very crucial stage inception period. He also supported the recruitment and induction of the Management Advisor for the RTF in close collaboration with the Secretariat and MoES.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise</i>	The Education Sector Advisor has since 2014 moved to BTC Palestine and parties are still waiting on results from the discussions between the Governments of Uganda and Belgium on the future of this function.

2.3 Budget execution

Budget execution stands at 65%.

Three studies were completed in 2014:

- Development of Study fund M & E plan and Tools

- Regulatory impact assessment of Health sector policy
- Study tour to Rwanda for the Reform Task Force from 10th to 15th November 2014

Meanwhile M&E for Skilling Uganda and LMIS, tender were awarded in January 2015.

The expert support for RTF is still on going until June 2015 meanwhile the Education Sector Advisor resigned from Uganda in June 2014 although his contract was until December 2014 and moved to BTC Palestine.

2.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score³ 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

Relevance: The studies implemented and expertises provided are in line with the national priorities. In the past year the study fund has mainly supported MoES in the implementation of the BTVET strategy “skilling Uganda” through supporting the reform process of skilling Uganda (as indicated in section 3.2).

Efficiency: There are challenges in overall efficiency in terms of utilisation of fund which has showed slower pace since 2013. However in the past year, the approved fund has been implemented on timely manner and on

³

- 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.

budget. The good quality of the outputs has been equally maintained.

Effectiveness: The objective of “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” is partly being achieved. In past year the focus was more on capacity building of government. The study has also been very instrumental during the preparation of the ICDP. Since the start of study fund little attention has been given to implementation of Paris Declaration on Aid Effectiveness.

2.5 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total ⁴	Action(s)	Resp.	Deadline	Progress	Status
Low yearly utilisation of the fund. This has been gradually decreasing each year with 2014, being the lowest.	2012	Reputational	Medium	Medium	medium	To communicate to all PS within Belgian cooperation about the availability of fund	MoFPED	June 2014	Letter sent to all PS. Potential studies for 2015 are being discussed.	On going
Lack of funds for follow up on concluded studies	2012	Development	High	Medium	medium	Ensuring that requests clearly indicate how the results will be utilized	MoFPED	Immediately	Most studies have embedded in them how the results will be utilised.	On-going
The lack of a framework within ministries to identify real needs	2013	Development	Medium	Low	medium	Planning departments in line ministries have to instigate	Line Ministries	On-going	None	
Delays in the delivery of services	2012	Development	Medium	Medium	Medium	Close follow up of studies by the MDAs	MDAs	On-going	No more delays experienced.	closed
Inadequate ownership of requests and products within line ministries	2013	Development	Low	Low	Low	Ensuring that all studies are authorized by key government officials in the MDAs, preferably the Permanent Secretaries	MoFPED/ Embassy/ BTC	On-going	All studies requested by PS'	closed
Administrative delays between BTC, MoFPED and other interest parties	2012	Reputational	Medium	Medium	Medium	BTC and MoFPED to ensure full administrative responsibility of the person recruited for this position.	MoFPED/ BTC	Immediate	No more delays experienced	closed

4

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

3 Steering and Learning

3.1 Action Plan

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	continuous
Improve the monitoring of results of completed studies	3.5	MoFPED/BTC	continuous
Apply the M&E tools developed	3.5	MoFPED	continuous

3.2 Lessons Learned

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. Misprocurement can arise at one point.	BTC/MoFPED

4 Annexes

4.1 “Budget versus current (y – m)” Report

See attached PDF file

4.2 Decisions taken by the JLCB and follow-up

