



**CTB**



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

# **ANNUAL REPORT- STUDY AND EXPERTISE FUND 2016 INTERVENTION: UGA01004**

DGD No: 19302/11

**JANUARY 2017**

<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.....	8
3.1.1 <i>Progress of studies</i> .....	8
3.1.2 <i>Analysis of studies completed</i> .....	8
3.2 EXPERTISE .....	12
3.2.1 <i>Progress of expertise</i> .....	12
3.2.2 <i>Analysis of expertise</i> .....	12
3.3 BUDGET EXECUTION.....	13
3.4 QUALITY CRITERIA .....	13
3.5 RISK MANAGEMENT.....	15
<b>4 STEERING AND LEARNING .....</b>	<b>17</b>
4.1 ACTION PLAN .....	17
4.2 LESSONS LEARNED.....	17
<b>5 ANNEXES .....</b>	<b>19</b>
5.1 “BUDGET VERSUS CURRENT (Y – M)” REPORT .....	19
5.2 DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP .....	22

## Acronyms

ADB	
AMM	Aid Management Manual
BTC	Belgian Development Agency
BTVET	Business, Technical and Vocational Education and Training
DPs	Development Partners
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
JICA	Japan International Cooperation Agency
JLCB	Joint Local Consultative Body
KOICA	Korean International Cooperation Agency
LMIS	Labour Market Information System
MDAs	Ministries, Departments and Agencies
MoESTS	Ministry of Education, Science, Technology and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
M&E	Monitoring and Evaluation
MTR	Midterm review
NDP	National Development Plan
NHP	National Health Policy
NPA	National Planning Authority
NTC	National Teachers' College
ODA	Official Development Aid
PNFP	Private Not For Profit
RMNCAH	Reproductive, Maternal, Neonatal and Child Health
RTF	Reform Task Force
SA	Specific Agreement
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 2015	Expenditure year 2016	Total expenditure	Balance	Total Disbursement rate
Total	4,749,996	3,388,180	367,507	3,760,621	989,375	79%
Co-mgt	3,911,856	2,882,890	215,556	3,096,447	815,409	79%
BTC mgt	838,140	505,289	151,950	664,174	173,966	79%

National execution official <sup>1</sup> Mr. John Charles Ogol	BTC execution official <sup>2</sup> Christelle Jocquet
	 28/02/14

## 2 Context

### 2.1 General context

The Study and Consultancy Fund continuously evolves through replenishments from the different IDCPS. The total budget is 4,750,000 EUR after the last replenishment through exchange of letters signed in 8 January 2014. During this exchange of letters, it was agreed to extend the specific agreement with first instalment of 1.5million EUR (out of the 3 million EUR under IDCP 2013/16) for duration of next five years ending August 2018. However, the commitment of the remaining fund of 1.5million EUR was postponed due to low implementation rate during the 2013-15. Consequently, in 2016 this budget was the only one affected by Belgian budget cut in Uganda.

After the political election in February 2016, there has been new appointments and reshuffles of both Ministers and Permanent Secretaries including in the two Belgian sectors of cooperation; Education and Health. During this reporting period, courtesy calls have been made to the two ministries. New relationships with the top managements will have to be built in the coming year 2017 to regain the good collaboration that existed.

### 2.2 Management context: execution modalities

The Study and Consultancy Fund is implemented partly under **joint responsibility** of Government of Uganda and BTC (co-management) and direct management by BTC (own management).

The fund is managed on day-to-day basis by the Commissioner for Development Assistance and Regional Cooperation (DARC) and BTC. During this reporting period we experienced a change in the commissioner and three changes of the desk officer. These interrupted the operation of the technical team. Meetings could not be held as it were scheduled. Two signatories to study fund bank accounts (signatory for Euro bank account and alternative signatory for Uganda shillings bank account) both left the MoFPED, causing some delays in payments.

**A Technical Team of study and consultancy fund** was established in 2015 with the main purpose of improving effectiveness and efficiency in utilization of study fund through better coordination of the approval process and monitoring of implementation of the studies. This technical team became functional in February 2016 coordinated by Commissioner

DARC. So far three meetings have been held although according to the technical team terms of reference, meetings should be held on a monthly basis. Based on this year's experience the frequency of TT meetings will be revisited.

Although the meetings were not regular, the functioning of the technical team has improved the implementation of the study fund and approval processes of applications/proposals. This year five studies have been completed and three new ones approved. Secondly, in order to improve the approval process, the TT developed a checklist for selection of proposals. To increase awareness and implementation, the technical team has developed a procedure (application and approval) and implementation manuals respectively. These two documents will be presented to the steering committee for approval in Q1 2017.

As part of the **annual audit plan** of the Belgian Development Agency in Uganda, the Study and Consultancy Fund was audited in August 2016. The objective of the audit is to validate that all expenditure made under the Belgo-Ugandan Study and Consultancy Fund project is in compliance with BTC rules and procedures and with the regulations and accounting standards of Uganda. In addition, the audit provided the BTC with an independent opinion on the internal control procedures of the project and the effectiveness of their implementation. The final audit report was submitted in January 2017 and will be approved by the steering committee in February 2017 together with the annual report. For detailed findings and recommendations refer to **final audit report, January 2017**.

During 2016, the **procurement unit was established in BTC Uganda** to advise on matters of procurement. The staff are in place. The study has benefited from the presence of this unit in ensuring that procedures are followed. In addition, the current templates used by the study fund were developed in 2005 and have never been revised. The procurement unit will support the study fund management to review and revise all the procurement templates in place and introduce some new ones. This unit will support improving some of the procurement weaknesses identified during the audit.

### 2.3 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 the study and consultancy fund.

The Basket fund in the health sector was designed with financing under the study and consultancy fund in collaboration with Sweden and the Ministry of Health. The collaboration was smooth until when Sweden decided to pull out and

the basket fund arrangement was abandoned due to lack of other development partner. **However, even when they pulled out, they remained technically involved in the design process and paid part (50%) of the cost of it, equivalent to € 93,096.** The resultant basket fund document has been shared and utilised by both Sweden and Belgium to design another modality of intervention.

Under the framework for 'Skilling Uganda', (the BTVET Strategic Plan), we have maintained our collaboration with World Bank, JICA, Irish AID, AfDB, EU and KOICA. Before the launch of Belgian funded project for Skilling Uganda, the study and consultancy fund was used to support the reform process through the Reform task force (RTF). Two studies, one on communication and another gender were finalised this year in support of work of RFT.

During the development of framework for harmonisation of lower secondary teacher education curriculum with the revised lower secondary school curriculum, assessment and examination reform in Uganda., there was close collaboration with World Bank for both the procurement of consultant and also technical support.

During the reporting period the study fund has benefited from **synergies within BTC projects through technical support** to MoES in terms of quality control of ongoing studies and fine tuning of terms of reference for new studies. The Teacher education project ITA supported the MoES, Teacher/instructor education training (TIET) department during the curriculum harmonisation framework study. The Support to Skilling Uganda and support for development of human resources projects supported Uganda Business and Technical Examination Board (UBTEB) in development of terms of reference for assessment of effectiveness and efficiency of UBTEB examination process. These two studies are complementary to the work being done by these projects.

The study and consultancy fund have continued to support the formulation of sector and sub-sector policies and strategies both in education and health sectors. In education, we supported the ministry in developing of BTVET communication and marketing strategy and BTVET Gender strategy.

## 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)
Evaluation of Selected Sectors Results Attributed to Official Development Assistance (ODA) to Uganda: (2000-2012)		√			
Harmonization of National Teachers' Colleges Training Curriculum with the Revised Lower Secondary School Curriculum		√			
Establishment of a Basket/Pooled Fund for Improved Health Service Delivery in Uganda		√			
Development of a Gender Mainstreaming Strategy and Implementation Matrix for the BTVET Sub-Sector		√			
Development of a Communication and Marketing Strategy for BTVET Skilling Uganda		√			
Design and Development of a Website for Skilling Uganda		√			
Evaluation of technical assistance to Uganda and development of a technical assistance policy		√			
Review of EAC Customs Union Common External Tariff		√			
Survey for effectiveness and efficiency of UBTEB examinations processes			√		The terms of reference needed fine tuning to be able to achieve the required objectives.

#### 3.1.2 Analysis of studies completed

<b>Title of study:</b>	Development of a Gender Mainstreaming Strategy and Implementation Matrix for the BTVET Sub-Sector
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	A number of stereotypes related to gender still exist within BTVET. There are however efforts to address these stereotypes hence female enrolment is improving and more feminine approaches have been introduced. However, major gaps still exist between policy, practice, and implementation, as such the drive to have a gender specific mainstreaming strategy for BTVET emerged within MoESTS resulting into this study.
<i>Have the studies been used as intended?</i>	The study was completed but it is too early to report on utilization
<i>To what did the study contribute?</i>	The information from this study will form the basis for developing a Gender Mainstreaming Strategy and Implementation Plan for the BTVET sub-sector.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How</i>	

<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.



<i>did they impact the study or the use of the study?</i>	
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<b>Title of study:</b>	Development of a Communication and Marketing Strategy for BTVET Skilling Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	BTVET development suffers from stigma. Both parents and potential trainees, particularly the youth do not deem vocational education/training as a viable career alternative for individual, community / national development. To check this, MoESTS decided to develop a strategy for marketing the BTVET Strategic Plan and Skills Development in general
<i>Have the studies been used as intended?</i>	
<i>To what did the study contribute?</i>	The strategy, if implemented well, is foreseen as a crucial tool to market BTVET to the wider public and improve its appeal as well as enrolment.
<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>Title of study:</b>	Design and Development of a Website for Skilling Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The MoESTS sought to sensitize the public about the reforms being pursued through the Skilling Uganda strategy. Designing and developing a dynamic and interactive website was therefore viewed as a useful tool to market and popularize "Skilling Uganda" reforms to the public and Skills Development in general.
<i>Have the studies been used as intended?</i>	
<i>To what did the study contribute?</i>	The website is viewed as one of the several tools that will market BTVET
<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>Title of study:</b>	Harmonization of National Teachers' Colleges Training Curriculum with the Revised Lower Secondary School Curriculum, Assessment and Examination Reform
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Following the review of the Lower Secondary School Curriculum by the MoESTS, has found it essential to also undertake another consultancy to harmonize the National Teachers Colleges' (NTCs) curriculum with the newly revised Lower Secondary Schools curriculum (the latter train the former)
<i>Have the studies been used as intended?</i>	N/A
<i>To what did the study contribute?</i>	The study will identify and formulate a strategy, methodology and resources needed to align the Diploma in Education Secondary (DES) curriculum with the reformed Lower Secondary School curriculum.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected</i>	No issues at this point

<i>results (positive or negative)? How did they impact the study or the use of the study?</i>	
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<b>Title of study:</b>	Consultancy to establish a Basket/Pooled Fund for Improved Health Service Delivery in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	(Consultants are being procured)  The Ministry of Health (MoH) is developing new initiative to develop a basket/pooled fund designed to earmark resources for health service delivery, with a special focus on Reproductive, Maternal, Neonatal and Child Health (RMNCAH). To this effect, the MoH initiated a consultation with Belgium, Sweden and the United Kingdom. The initiative is aiming at defining new strategies to strengthen health service delivery whilst maintaining strong Government ownership, leadership and ensuring greater accountability for the delivery of results.
<i>Have the studies been used as intended?</i>	N/A
<i>To what did the study contribute?</i>	The Basket Fund will result into service delivery with a focus on RMNCAH while, at the same time, strengthening the entire health system. The basket fund will be designed in such a way that resources from different agencies are channeled directly to the health facilities and disbursements are linked to results. The study has been specifically designed to allow innovations with consultants able to propose different implementation models for MoH, based on successful international examples.
<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

<b>Title of study:</b>	United Nations Development Cooperation Forum High Level Symposium, Kampala, 04-06 November 2015
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Uganda was selected to host this symposium just after the formulation of the Sustainable Development Goals (SDGs). Member countries sought to deliberate and prepare for the implementation of this unified and universal global development agenda with a focus on objectives and actions for the next 5 years.
<i>Have the studies been used as intended?</i>	
<i>To what did the study contribute?</i>	The symposium discussed what it will take in terms of means of implementation to deliver on the proposed SDGs, integrating economic, social and environmental decisions and/or how to make the transition to sustainable development leaving no-one behind. This will inform subsequent national planning within the member countries in the coming years.
<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>	Evaluation of Selected Sectors Results Attributed to Official Development Assistance (ODA) to Uganda: (2000-2012)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Since Government of Uganda subscribes to all international frameworks regarding ODA this study is designed to identify the specific results of both loans and grants in the selected sectors of Health, Education, Water & Environment and Works & Transport so as to define an appropriate future Development Cooperation policy.
<i>Have the studies been used as intended?</i>	The study was used to generate report on external financing which is submitted to parliament on annual basis.
<i>To what did the study contribute?</i>	It assessed the contribution of ODA, enhance planning based on evidence-based statistics, and provide accountability to DPs and the general public.
<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>	An evaluation of technical assistance to Uganda and development of a technical assistance policy
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Government of Uganda recognizes the contribution of Technical Assistance (TA) to national capacity-building, project implementation and government policies. At the same time the GoU is concerned by the effectiveness of TA as an aid modality. "Uganda's policy on technical assistance" from 1993 highlighted a number of key weaknesses with TA as an aid instrument, including a low technical and human capacity transfer at high financial costs. The Partnership Principles, adopted by Cabinet in 2013, stipulates the GoU policy of reducing Technical Assistance over time by transferring capacity to nationals, thereby freeing funds for other priorities. In line with GoU policy on value for money TA support should be delivered in an efficient manner and in line with national priorities.
<i>Have the studies been used as intended?</i>	When completed, the Technical Assistance Policy is expected to improve and streamline processes involved in sourcing, recruitment, tracking and reporting on TA so as to make it a more effective aid modality.
<i>To what did the study contribute?</i>	It will contribute to GoU policy on value for money. TA support should be delivered in an efficient manner and in line with national priorities.
<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>	Uganda Country Study for the Review of the EAC Customs Union Common External Tariff
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Government of Uganda (GOU) is carrying out a country study to review the East African Community (EAC) Customs Union (CU) Common External Tariff (CET). This is in fulfillment of the CU Protocol Article 12 [2] which commits the EAC Partner States to review the maximum rate of the CET after a period of five years from the coming into force of the CU. Also article 12 [3] of the CU Protocol authorizes Council to "review the CET structure and approve measures designed to remedy any adverse effects which any of the Partner States may experience" arising from the implementation of the CU Protocol or in exceptional circumstances to safeguard the interests of the community.
<i>Have the studies been used as intended?</i>	When completed, the outcome will inform the country position during the regional negotiations on CET.
<i>To what did the study contribute?</i>	CET is a tool or instrument for promoting the regional market.

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?	None
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<b>Title of study:</b>	A Survey to Assess Effectiveness and Efficiency of UBTEB Examinations and Examination Processes.
Describe, in a few sentences, for who the study was organised, and what it was about	The Ministry of Education and Sports has been undergoing through reforms over the last ten years in order to improve the quality of education. The reforms led to emergency of; Skilling Uganda which denotes a paradigm shift for skills development, to transform the system from an educational into a comprehensive system of skills development for employability, to enhance productivity and growth; the reforms further led to establishment UBTEB to enhance reforms through the conduct of examinations for BTJET programmes (Certificate and Diploma courses). In the past five years, the UBTEB has so far conducted nine examination series and awarded candidates with transcripts and certificates to join the world of work. However, the Board has not carried any assessment on its effectiveness and efficiency in its examinations processes.
Have the studies been used as intended?	Not applicable. Still at terms of reference preparation.
To what did the study contribute?	Not applicable. Still at terms of reference preparation.
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?	None

## 3.2 Expertise (No expertise implemented in 2016)

### 3.2.1 Progress of expertise

Progress of expertise <sup>2</sup>	A	B	C	D	Comments (only if the value is C or D)

### 3.2.2 Analysis of expertise

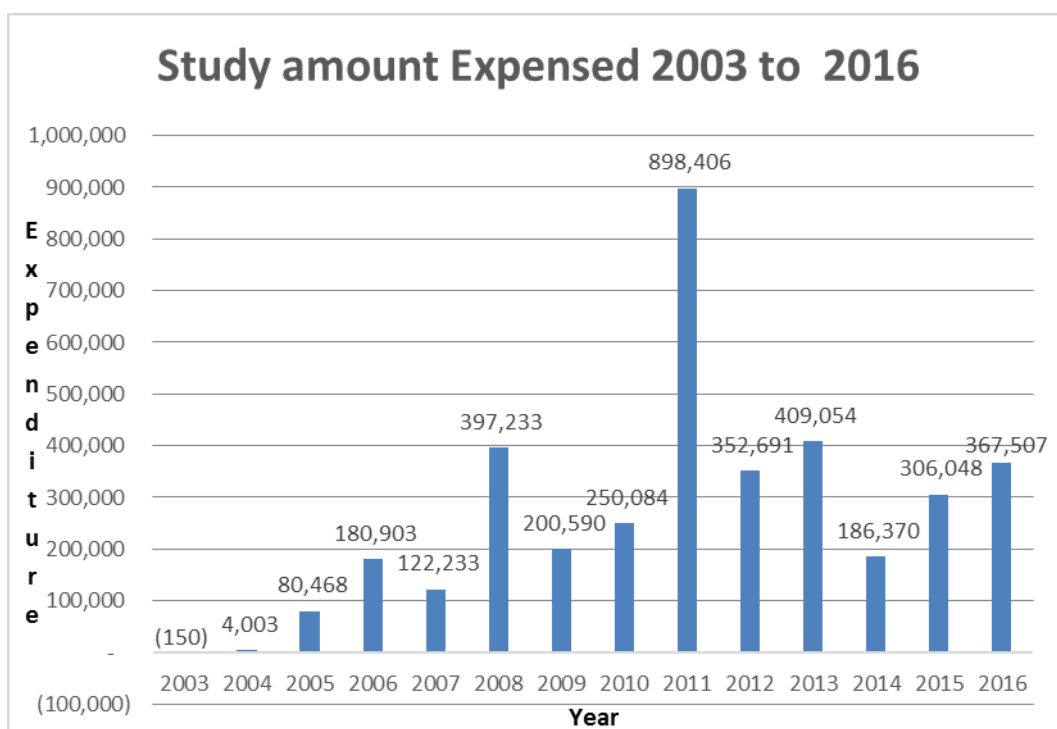
<For every expertise, be it planned, on-going or completed in year N: fill in a box like the one underneath. You can just copy paste the box for every expertise. Be succinct >

<sup>2</sup> 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

### 3.3 Budget execution

Since 2001 the study and consultancy fund have evolved to total budget of 4.75million EUR. By end of 2016, the total budget execution rate stood at 79%.

As noticed from the graph below, there was an increase in execution rate in 2016 as compared to 2014 and 2015. It is hope that with the currently established technical team, this upward trend will be maintained for the next years to come. For the year 2017, the approved and ongoing studies amounts to approximately 355,600 Euros. Some new studies are still expected to be approved and implemented during the course of the year 2017. The specific agreement expires in August 2018 and therefore the need to expedite the implementation of the project within 2017.



### 3.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score<sup>3</sup> to the following criteria

<sup>3</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.

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:** Relevant is deemed high because all the studies requested by MDAs are in line with their priorities and strategies. All studies conducted showed high relevancy during the assessment of the applications. In education sector the studies conducted this year are in support of the reform processes in the sector e.g Skilling Uganda and lower secondary curriculum reforms. In the health sector, the support to establish pooled functioning in health is one of the strategy for health financing.

**Efficiency:** Efficiency has gained over the past two years. It's noted that with the functioning of the technical team, the study fund has gained popularity and a number of studies were submitted for funding in 2016 including three that were approved, two that is still under discussion and two being prepared.

The disbursement of fund has also improved with five studies successfully completed in 2016. The qualities of studies have continued to be high quality and where the MDAs lack capacity, technical expert have been hired to support the MDAs in quality control. Study schedules/work plans have been relatively respected and there has not been any substantial delay during the implementation of the studies.

**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 fund has been very instrumental in supporting the preparation and implementation of the Belgian cooperation programs in the country including identifications. In 2015 a study on evaluation of ODA has been commissioned by MoFPED. This study is in support to the implementation of Paris Declaration on Aid Effectiveness.

### 3.5 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total <sup>4</sup>	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. The new guidelines mandate applicants to indicate how that study will be useful	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	Technical team guiding MDAs	On going
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. The institution of a SCF technical committee with representatives from key ministries will also enhance the ownership element	MoFPED/ Embassy/ BTC	On-going	All studies are now requested by PS' or their equivalents	Closed

4

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

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
Low capacity of some of the MDAs to prepare quality proposals and terms of reference and technically follow the implementation of the studies.	2016	operational	medium	medium	medium	Collaboration with BTC ITA to support preparation of ToR and review study study report -Hire consultant to fine-tune TOR and provide technical support during implementation of studies.	MDAs/BT C/MoFPE D	immediate	New studies have been supported	Ongoing



## 4 Steering and Learning

### 4.1 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>
Complete the procedural /application manual and implementation manual and present for steering committee approval.	2.2	Technical team	Q2
Review procurement templates.	2.2	BTC procurement unit	Q2
Implement study fund audit recommendations	2.2	BTC/MoFPED	Q4
Strengthen synergies and complementarities within BTC interventions through deliberate involvement of relevant projects.	3.5 & 2.3	BTC	continuous
Improve the monitoring of results of completed studies	3.5	MoFPED/BTC	continuous
Apply the M&E tools developed	3.5	MoFPED	continuous

### 4.2 Lessons Learned

Lessons learned	Target audience
Description of the lesson learned.	The audience that may be interested in the lesson learned.
Need for independent technical expert for quality control is important.	MDAs, BTC
Clear terms of reference are important for success of the study. Reviewing and fine tuning TOR before launch of study is good practice.	BTC, MDAs
Studies that are directly linked to Belgian cooperation in the country have high chances of being successful. Follow up the implementation of recommendations are straight forward.	BTC/Embassy/MoFPED

Collaboration with other technical stakeholders increase quality of the study products.	BTC/MoFPED
Despite the constitution of technical team to guide the MDAs, the requests received still don't fully meet the objectives and priorities of study fund. Need for a guide manual for MDAs.	technical team

## 5 Annexes

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

#### Budget vs Actuals (Year to Date, Last 5 years) of UGA/01/004

Project Title :	<b>Fonds d'Etudes</b>
Budget Version :	<b>O3</b>
Currency :	<b>EUR</b>
YtD :	<b>Report includes all valid transactions, registered up to today</b>

	Status	Fin Mode	Amount	Start to					Expenses		Total	Balance	% Exec
				2013	2014	2015	2016	2017					
<b>A ALLOCATED FUNDS</b>			4.642.926,00	2.854.057,31	165.445,66	283.734,73	339.030,44	<b>0,00</b>	3.642.268,14	<b>1.000.657,86</b>	<b>78%</b>		
<b>01 Complet. &amp; Improv. of Identif. Report of the</b>			5.000,00	5.000,00	15,13	0,00	0,00	<b>0,00</b>	5.015,13	-15,13	100%		
01 Allocated Funds			COGEST 5.000,00	5.000,00	15,13	0,00	0,00	<b>0,00</b>	5.015,13	-15,13	100%		
<b>02 Study on Criteria for Pupils' Selection and</b>			94.572,00	94.571,77	0,00	0,00	0,00	<b>0,00</b>	94.571,77	0,23	100%		
01 Professional Fees			COGEST 80.448,00	80.448,14	0,00	0,00	0,00	<b>0,00</b>	80.448,14	-0,14	100%		
02 Travels			COGEST 4.642,00	4.641,78	0,00	0,00	0,00	<b>0,00</b>	4.641,78	0,22	100%		
03 Workshops and Meetings			COGEST 3.882,00	3.881,57	0,00	0,00	0,00	<b>0,00</b>	3.881,57	0,43	100%		
04 Report/Communication/Administration			COGEST 2.458,00	2.458,07	0,00	0,00	0,00	<b>0,00</b>	2.458,07	-0,07	100%		
05 Miscellaneous			COGEST 2.240,00	2.240,37	0,00	0,00	0,00	<b>0,00</b>	2.240,37	-0,37	100%		
06 Perdiem & Accomodation			COGEST 902,00	901,84	0,00	0,00	0,00	<b>0,00</b>	901,84	0,16	100%		
<b>03 Rapid Inventory Method to Derive</b>			53.681,00	53.681,11	0,00	0,00	0,00	<b>0,00</b>	53.681,11	-0,11	100%		
01 Personnel Fees			COGEST 49.895,00	49.895,00	0,00	0,00	0,00	<b>0,00</b>	49.895,00	0,00	100%		
02 Aircraft Expenses			COGEST 167,00	166,67	0,00	0,00	0,00	<b>0,00</b>	166,67	0,33	100%		
03 Travel Ecosystems			COGEST 1.038,00	1.038,44	0,00	0,00	0,00	<b>0,00</b>	1.038,44	-0,44	100%		
04 Purchasing & Hiring Equipments			COGEST 106,00	106,48	0,00	0,00	0,00	<b>0,00</b>	106,48	-0,48	100%		
05 DSA for UBOS & Ministry of Agriculture Field			COGEST 2.368,00	2.368,04	0,00	0,00	0,00	<b>0,00</b>	2.368,04	-0,04	100%		
06 Transport for Field Verifications			COGEST 1,00	0,00	0,00	0,00	0,00	<b>0,00</b>	0,00	1,00	0%		
07 Miscellaneous			COGEST 106,00	106,48	0,00	0,00	0,00	<b>0,00</b>	106,48	-0,48	100%		
<b>04 Ministry of Health</b>			26.465,00	26.465,32	0,00	0,00	0,00	<b>0,00</b>	26.465,32	-0,32	100%		
01 Transportation of participants			COGEST 26.465,00	26.465,32	0,00	0,00	0,00	<b>0,00</b>	26.465,32	-0,32	100%		
<b>05 Support for ENRS SWAP/SIP Project</b>			43.213,00	43.212,74	0,00	0,00	0,00	<b>0,00</b>	43.212,74	0,26	100%		
			REGIE 838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	<b>0,00</b>	664.173,81	173.966,19	79%		
			COGEST 4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	<b>0,00</b>	3.098.446,57	1.192.558,43	72%		
<b>TOTAL</b>			5.129.145,00	2.895.761,25	186.370,41	312.982,19	367.506,53	<b>0,00</b>	3.762.620,38	1.366.524,62	73%		



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	COGEST	43.213,00	43.212,74	0,00	0,00	0,00	0,00	0,00	43.212,74	0,26	100%	
<b>06 Support the Dev't of Long term plan for</b>		39.006,00	39.006,33	0,00	0,00	0,00	0,00	0,00	39.006,33	-0,33	100%	
	COGEST	39.006,00	39.006,33	0,00	0,00	0,00	0,00	0,00	39.006,33	-0,33	100%	
<b>07 Reorganisation of MOLG Local</b>		29.066,00	29.066,35	0,00	0,00	0,00	0,00	0,00	29.066,35	-0,35	100%	
	COGEST	29.066,00	29.066,35	0,00	0,00	0,00	0,00	0,00	29.066,35	-0,35	100%	
	COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
<b>08 Strategy for Promoting Investment &amp; Local</b>		55.851,00	55.851,08	0,00	0,00	0,00	0,00	0,00	55.851,08	-0,08	100%	
	COGEST	55.851,00	55.851,08	0,00	0,00	0,00	0,00	0,00	55.851,08	-0,08	100%	
<b>09 External Evaluation of KSP II and</b>		42.763,00	42.763,20	0,00	0,00	0,00	0,00	0,00	42.763,20	-0,20	100%	
	COGEST	42.763,00	42.763,20	0,00	0,00	0,00	0,00	0,00	42.763,20	-0,20	100%	
<b>10 Rapid Inventory Method to Drive Agriculture</b>		38.049,00	38.049,25	0,00	0,00	0,00	0,00	0,00	38.049,25	-0,25	100%	
	COGEST	38.049,00	38.049,25	0,00	0,00	0,00	0,00	0,00	38.049,25	-0,25	100%	
<b>11 Bonus Payment to health Center and</b>		17.909,00	17.909,01	0,00	0,00	0,00	0,00	0,00	17.909,01	-0,01	100%	
	COGEST	17.909,00	17.909,01	0,00	0,00	0,00	0,00	0,00	17.909,01	-0,01	100%	
<b>12 Development of an Environmental Sensitive</b>		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
	REGIE	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
<b>13 Development of an Environmental</b>		60.621,00	60.621,19	0,00	0,00	0,00	0,00	0,00	60.621,19	-0,19	100%	
	COGEST	60.621,00	60.621,19	0,00	0,00	0,00	0,00	0,00	60.621,19	-0,19	100%	
<b>14 Education Service Commission</b>		65.904,00	65.904,23	0,00	0,00	0,00	0,00	0,00	65.904,23	-0,23	100%	
	COGEST	65.904,00	65.904,23	0,00	0,00	0,00	0,00	0,00	65.904,23	-0,23	100%	
<b>15 Energy Supply</b>		48.813,00	48.812,90	0,00	0,00	0,00	0,00	0,00	48.812,90	0,10	100%	
	REGIE	838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	0,00	0,00	664.173,81	173.966,19	79%	
	COGEST	4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	0,00	0,00	3.098.446,57	1.192.558,43	72%	
<b>TOTAL</b>		<b>5.129.145,00</b>	<b>2.895.761,25</b>	<b>186.370,41</b>	<b>312.982,19</b>	<b>367.506,53</b>	<b>0,00</b>	<b>0,00</b>	<b>3.762.620,38</b>	<b>1.366.524,62</b>	<b>73%</b>	



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02 Energy Supply		COGEST	48.813,00	48.812,90	0,00	0,00	0,00	<b>0,00</b>		48.812,90	0,10	100%	
<b>16 Capacity Building on Public Procurement</b>			126.570,00	126.570,34	0,00	0,00	0,00	<b>0,00</b>		126.570,34	-0,34	100%	
01 Procurement Training		COGEST	126.570,00	126.570,34	0,00	0,00	0,00	<b>0,00</b>		126.570,34	-0,34	100%	
<b>17 Sensitization Workshop for the Belgo-</b>			9.073,00	9.073,25	0,00	0,00	0,00	<b>0,00</b>		9.073,25	-0,25	100%	
01 Sensitization Workshop		COGEST	9.073,00	9.073,25	0,00	0,00	0,00	<b>0,00</b>		9.073,25	-0,25	100%	
<b>18 Ministry of Health Studies</b>			466.821,00	264.002,73	11.829,79	0,00	102.939,81	<b>0,00</b>		378.772,33	<b>88.048,67</b>	<b>81%</b>	
01 Review of the supervision mechanism in the		COGEST	32.241,00	32.240,44	0,00	0,00	0,00	<b>0,00</b>		32.240,44	0,56	100%	
02 Study of client satisfaction with health		COGEST	40.381,00	40.380,63	0,00	0,00	0,00	<b>0,00</b>		40.380,63	0,37	100%	
03 Evaluation of impact of decentralization of		COGEST	19.600,00	19.600,49	0,00	0,00	0,00	<b>0,00</b>		19.600,49	-0,49	100%	
04 Health facility survey		COGEST	32.171,00	32.171,15	0,00	0,00	0,00	<b>0,00</b>		32.171,15	-0,15	100%	
05 Programme for Onchocerciasis Control		COGEST	0,00	0,00	0,00	0,00	0,00	<b>0,00</b>		0,00	0,00	??%	
06 Yellow Star program for Karamoja & Acholi		COGEST	0,00	0,00	0,00	0,00	0,00	<b>0,00</b>		0,00	0,00	??%	
07 Costing of HSSP III		COGEST	16.225,00	16.225,03	0,00	0,00	0,00	<b>0,00</b>		16.225,03	-0,03	100%	
08 Technical assistance for development of		COGEST	95.607,00	99.661,47	0,00	0,00	0,00	<b>0,00</b>		99.661,47	-4.054,47	104%	
09 Identification proposal for institutional support		COGEST	16.750,00	15.799,66	0,00	0,00	0,00	<b>0,00</b>		15.799,66	950,34	94%	
10 Regulatory Impact Assessment for 2nd		COGEST	18.846,00	7.923,86	11.829,79	0,00	0,00	<b>0,00</b>		19.753,65	-907,65	105%	
11 Strengthen Health Service Delivery		REGIE	195.000,00	0,00	0,00	102.939,81	<b>0,00</b>		102.939,81	92.060,19	53%		
<b>19 Ministry of Water and Environment Studies</b>			267.642,00	217.733,59	0,00	0,00	0,00	<b>0,00</b>		217.733,59	<b>49.908,41</b>	<b>81%</b>	
01 ENR and climate change studies on PEAP &		COGEST	16.257,00	16.257,18	0,00	0,00	0,00	<b>0,00</b>		16.257,18	-0,18	100%	
02 Climate Change Policy		COGEST	251.385,00	201.476,41	0,00	0,00	0,00	<b>0,00</b>		201.476,41	49.908,59	80%	
<b>20 Ministry of Finance studies</b>			1.228.925,00	501.563,69	5.633,89	68.017,59	131.966,31	<b>0,00</b>		707.181,48	<b>521.743,52</b>	<b>58%</b>	
		REGIE	838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	<b>0,00</b>		664.173,81	173.966,19	79%	
		COGEST	4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	<b>0,00</b>		3.098.446,57	1.192.558,43	72%	
<b>TOTAL</b>			<b>5.129.145,00</b>	<b>2.895.761,25</b>	<b>186.370,41</b>	<b>312.982,19</b>	<b>367.506,53</b>	<b>0,00</b>		<b>3.762.620,38</b>	<b>1.366.524,62</b>	<b>73%</b>	



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01 Data Collection & donor assistance at grass		COGEST	55.530,00	55.529,65	0,00	0,00	0,00	0,00	0,00	55.529,65	0,35	100%	
02 Study to review the Aid Management Manual		COGEST	62.500,00	33.207,99	0,00	0,00	0,00	0,00	0,00	33.207,99	29.292,01	53%	
03 Design of a monitoring & evaluation		COGEST	63.371,00	63.370,74	0,00	0,00	0,00	0,00	0,00	63.370,74	0,26	100%	
04 Study to ascertain artemia production in		COGEST	96.757,00	96.757,37	0,00	0,00	0,00	0,00	0,00	96.757,37	-0,37	100%	
05 Final Evaluation of Bundibugyo Integrated		COGEST	77.827,00	77.827,14	0,00	0,00	0,00	0,00	0,00	77.827,14	-0,14	100%	
06 Child Rights Study and Protection Strategy		COGEST	99.270,00	97.074,22	-341,18	0,00	0,00	0,00	0,00	96.733,04	2.536,96	97%	
07 Evaluation of Belgo-Ugandan Study and		COGEST	30.000,00	31.497,81	-83,65	0,00	0,00	0,00	0,00	31.414,17	-1.414,17	105%	
08 Gender Considerations in NDP		COGEST	0,00		-166,81	0,00	0,00	0,00	0,00	-166,81	166,81	??%	
09 Environmental Considerations in NDP		COGEST	0,00	21.026,76	0,00	0,00	0,00	0,00	0,00	21.026,76	-21.026,76	??%	
10 Development of M&E plan and tools		COGEST	10.400,00	3.564,91	6.225,52	0,00	0,00	0,00	0,00	9.790,42	609,58	94%	
11 Impact and Needs Assessment of		COGEST	53.084,00	21.707,10	0,00	0,00	0,00	0,00	0,00	21.707,10	31.376,90	41%	
12 UN DFC Symposium		COGEST	0,00		0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%	
13 UN DFC Symposium UGA		REGIE	90.000,00		0,00	68.017,59	0,00	0,00	0,00	68.017,59	21.982,41	76%	
14 Evaluation of Selected Sectors Attributed to		COGEST	81.242,00		0,00	0,00	76.092,26	0,00	0,00	76.092,26	5.149,74	94%	
15 Evaluation of Technical Assistance to		COGEST	100.472,00		0,00	0,00	1.422,76	0,00	0,00	1.422,76	99.049,24	1%	
15 Evaluation of Technical Assistance to		COGEST	100.472,00		0,00	0,00	1.422,76	0,00	0,00	1.422,76	99.049,24	1%	
16 Uganda Country Study for the review of the		COGEST	154.000,00		0,00	0,00	26.514,27	0,00	0,00	26.514,27	127.485,73	17%	
16 Uganda Country Study for the Review of the		COGEST	154.000,00		0,00	0,00	26.514,27	0,00	0,00	26.514,27	127.485,73	17%	
<b>21 Ministry of Education Studies</b>			<b>1.774.856,00</b>	<b>990.894,29</b>	<b>147.874,50</b>	<b>215.717,14</b>	<b>104.124,32</b>	<b>0,00</b>	<b>0,00</b>	<b>1.458.610,23</b>	<b>316.245,77</b>	<b>82%</b>	
01 Retreat to formulate BTVET strategic Plan		COGEST	4.597,00	4.563,99	0,00	0,00	0,00	0,00	0,00	4.563,99	33,01	99%	
02 Training Modules for institutionalised		COGEST	181.158,00	181.158,38	0,00	0,00	0,00	0,00	0,00	181.158,38	-0,38	100%	
		REGIE	838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	0,00	0,00	664.173,81	173.966,19	79%	
		COGEST	4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	0,00	0,00	3.098.446,57	1.192.558,43	72%	
<b>TOTAL</b>			<b>5.129.145,00</b>	<b>2.895.761,25</b>	<b>186.370,41</b>	<b>312.982,19</b>	<b>367.506,53</b>	<b>0,00</b>	<b>0,00</b>	<b>3.762.620,38</b>	<b>1.366.524,62</b>	<b>73%</b>	



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03 Formulation of BTVET skills dev't strategy &		COGEST	263.947,00	263.947,16	0,00	0,00	0,00	0,00	0,00	263.947,16	-0,16	100%
04 Tracer Study in BTVET Sub Sector		COGEST	59.885,00	59.885,12	0,00	0,00	0,00	0,00	0,00	59.885,12	-0,12	100%
05 Cost Assessment Study on BTVET		COGEST	97.353,00	97.352,55	0,00	0,00	0,00	0,00	0,00	97.352,55	0,45	100%
06 Scoping and Analytical Study of In-company		COGEST	69.723,00	69.723,26	0,00	0,00	0,00	0,00	0,00	69.723,26	-0,26	100%
07 Needs Assessment BTVET		COGEST	52.552,00	52.552,20	0,00	0,00	0,00	0,00	0,00	52.552,20	-0,20	100%
08 The 3rd M&E of the Education QEI		COGEST	238.436,00	225.089,33	0,00	0,00	0,00	0,00	0,00	225.089,33	13.346,67	94%
09 Orientation Retreat for BTVET Task force		COGEST	62.500,00	36.622,30	660,65	0,00	0,00	0,00	0,00	37.282,95	25.217,05	60%
10 Education Sector Advisor		REGIE	110.000,00		107.310,12	1.001,36	0,00	0,00	0,00	108.311,48	1.688,52	98%
11 Management Advisor for the Reform Task		REGIE	310.640,00		39.903,72	214.715,78	19.840,00	0,00	0,00	274.459,50	36.180,50	88%
12 Harmonisation of curricular of National		COGEST	74.719,00		0,00	0,00	84.284,31	0,00	0,00	84.284,31	-9.565,31	113%
13 Assessment survey for effectiveness &		COGEST	124.673,00		0,00	0,00	0,00	0,00	0,00	0,00	124.673,00	0%
13 Assessment survey for effectiveness and		COGEST	124.673,00		0,00	0,00	0,00	0,00	0,00	0,00	124.673,00	0%
<b>22 Ministry of Local Government Studies</b>			87.332,00	82.050,26	0,00	0,00	0,00	0,00	0,00	82.050,26	5.281,74	94%
01 Poverty Profiling - Kasese		COGEST	87.332,00	82.050,26	0,00	0,00	0,00	0,00	0,00	82.050,26	5.281,74	94%
<b>23 National Planning Authority</b>			60.794,00	41.254,69	92,36	0,00	0,00	0,00	0,00	41.347,05	19.446,95	68%
01 Gender Considerations in NDP		COGEST	30.397,00	15.953,28	92,36	0,00	0,00	0,00	0,00	16.045,64	14.351,36	53%
02 Environment Considerations in NDP		COGEST	30.397,00	25.301,41	0,00	0,00	0,00	0,00	0,00	25.301,41	5.095,59	83%
<b>B VAT REFUND</b>			0,00	-827,56	15.864,09	0,00	0,00	0,00	0,00	15.036,53	-15.036,53	??%
<b>01 VAT Refund Regie</b>			0,00	-827,56	15.864,09	0,00	0,00	0,00	0,00	15.036,53	-15.036,53	??%
01 VAT Refund Regie		REGIE	0,00	-827,56	15.864,09	0,00	0,00	0,00	0,00	15.036,53	-15.036,53	??%
<b>02 VAT Refund Cogest</b>			0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	??%
		REGIE	838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	0,00	0,00	664.173,81	173.966,19	79%
		COGEST	4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	0,00	0,00	3.098.446,57	1.192.558,43	72%
<b>TOTAL</b>			5.129.145,00	2.895.761,25	186.370,41	312.982,19	367.506,53	0,00	0,00	3.762.620,38	1.366.524,62	73%



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YtD : **Report includes all valid transactions, registered up to today**

	Status	Fin Mode	Amount	Start to 2013	2014	2015	2016	Expenses 2017	Total	Balance	% Exec
01 VAT Refund Cogest		COGEST	0,00		0,00	0,00	0,00	<b>0,00</b>	0,00	0,00	??%
<b>Z UNALLOCATED FUNDS</b>			486.219,00	41.703,94	21.752,31	13.383,37	28.476,09	<b>0,00</b>	105.315,71	<b>380.903,29</b>	<b>22%</b>
<b>01 Unallocated Funds</b>			427.719,00	41.703,94	8.052,45	5.215,47	28.476,09	<b>0,00</b>	83.447,95	<b>344.271,05</b>	<b>20%</b>
01 Balance for new studies		COGEST	353.719,00	10.037,57	369,48	194,17	-694,41	<b>0,00</b>	9.906,81	343.812,19	3%
02 Balance for new studies & Administrative		REGIE	74.000,00	31.666,37	7.682,97	5.021,30	29.170,50	<b>0,00</b>	73.541,14	458,86	99%
<b>02 Personnel</b>			58.500,00		13.784,33	7.171,72	0,00	<b>0,00</b>	20.956,05	<b>37.543,95</b>	<b>36%</b>
01 Project Accountant		REGIE	58.500,00		13.784,33	7.171,72	0,00	<b>0,00</b>	20.956,05	37.543,95	36%
<b>99 Conversion rate adjustment</b>			0,00		-84,47	996,18	0,00	<b>0,00</b>	911,71	<b>-911,71</b>	<b>??%</b>
98 Conversion rate adjustment		REGIE	0,00		-84,47	996,18	0,00	<b>0,00</b>	911,71	-911,71	??%
99 Conversion rate adjustment		COGEST	0,00		0,00	0,00	0,00	<b>0,00</b>	0,00	0,00	??%
		REGIE	838.140,00	31.666,37	167.769,11	312.788,02	151.950,31	<b>0,00</b>	664.173,81	173.966,19	79%
		COGEST	4.291.005,00	2.864.094,88	18.601,30	194,17	215.556,22	<b>0,00</b>	3.098.446,57	1.192.558,43	72%
		<b>TOTAL</b>	<b>5.129.145,00</b>	<b>2.895.761,25</b>	<b>186.370,41</b>	<b>312.982,19</b>	<b>367.506,53</b>	<b>0,00</b>	<b>3.762.620,38</b>	<b>1.366.524,62</b>	<b>73%</b>





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

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	closed
					Write letters to Permanent secretaries of sector concentration ministries and agencies	MoFPED	2012	To be done in the first half of 2014	
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 new studies are approved in technical working groups	Line ministries		Being done	closed
Evaluation study fund	2012	2012	SC minutes	MoFPED/BTC	Evaluation of study fund launched	MoFPED/BTC	2012	completed	closed
Implement recommendation arising from evaluation of study fund	2012	2013	Evaluation of study fund	MoFPED/BTC	Action list for implementing recommendations of study fund was prepared and the status is monitored regularly	MoFPED/BTC	continuous	On going	On going
Start process to extend duration and budget of study fund	2012	Q1 2013	ICP 2013-16	MoFPED/Embassy	Through the exchange of letters, the Specific Agreement was extended to 8 <sup>th</sup> August 2018	MoFPED & Embassy	Q2 2013	done	closed
Opening up Study Fund to allow financing of long term experts as a gap filling strategy for Sector Support TAs	2013	2014	Exchange of Letters	MoFPED, BTC & Embassy	Extension of contract for Education Sector Advisor	BTC, MoES and Embassy	Q1 2014	done	closed
Recruitment of longer term expertise	2013	2014	Exchange of Letters	BTC/MoES	Recruitment of a Management Advisor to the RTF	BTC & MoES	Q2 2014	recruited	closed
The Fund Director, MoFPED writes to our core Ministries on the availability of the fund	2014	Immediate	SC minutes	MoFPED	Letter to all PS	MoFPED	Immediate	done	closed
Legally close the Aid Management Manual consultancy	2014	15 <sup>th</sup> March	SC minutes	MoFPED	Close file	MoFPED	15 <sup>th</sup> March	On going	On going
Letter written by MoFPED approving the recruitment of a Project Accountant for the Study Fund.	2014	Immediate	SC minutes	MoFPED	Recruit accountant	MoFPED	Immediate	done	closed

MoFPED to hold a meeting with all the relevant Agencies to communicate recommendations from the Steering Committee meeting.	2014	Immediate	SC minutes	MoFPED	Hold meeting	MoFPED	Immediate	Not yet	Pending
Re-orient EUR 6mio health sector budget support to the Basket/Pooled Fund and to finance its design under this fund	2015	Immediate	SC minutes	BTC + MoH	To engage consultancy to develop the Basket Fund	BTC + MoH	June 2016	Tender awarded in Jan 2016	On-going
Make a Budget Modification to take care of the expenses related to the support to the Reform Task Force for Skilling Uganda	2015	Immediate	SC minutes	BTC	transfer EUR 75,640 from the Co-managed account to the Own Managed account	BTC	Immediate	Done	closed
Operationalized the study fund technical committee	2016	March 2016	SC minutes	MoFPED/BTC	Ensure that technical committee start to function	MoFPED/BTC	March 2016	Meeting being held	closed
Recommended the replenishment of the study fund	2016	September 2016	SC minutes	MoFPED/EoB	Request for replishment sent to Brussels	MoFPED/EoB	September 2016	Fund cancelled	closed
Improve monitoring of results of completed studies	2016	Continuous	SC minutes	MoFPED/BTC	Done through the technical committee	MoFPED/BTC	Continuous	On going	On going
Terminate contract for Aid Management Manual	2016	March 2016	SC minutes	MoFPED	Without further demands from consultants, its considered closed	MoFPED	March 2016	closed	closed
Approved FY2015/16 annual report	2016	immediate	SC minutes	MoFPED/BTC	approved	MoFPED/BTC	immediate	approved	closed