

Enabel



**Ministry of Finance, Planning and
Economic Development**

ANNUAL REPORT

STUDY AND EXPERTISE FUND 2018

INTERVENTION: UGA01004

DGD No: 19302/11

FEBRUARY 2019

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Acronyms

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
IRB	Institutional review board
JICA	Japan International Cooperation Agency
JLCB	Joint Local Consultative Body
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
M&E	Monitoring and Evaluation
NDP	National Development Plan
NHP	National Health Policy
NTC	National Teachers' College
PNFP	Private Not For Profit
REC	Research Ethics committee
RMNCAH	Reproductive, Maternal, Neonatal and Child Health
SA	Specific Agreement
TT	Technical Team
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- 3,806,160 and regie-943,840)
Partner Institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Date of implementation Agreement	8th August 2002-8th August 2020
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 2017	Expenditure year 2018	Total expenditure	Balance	Total Disbursement rate
Total budget	4,750,000	3,929,302	165,220	4,094,521	655,479	86%
Co-management	3,806,160	3,215,084	146,416	3,361,500	444,660	88%
Enabel management	943,840	714,218	18,804	733,022	210,818	78%

Since 2002 the study and consultancy fund has evolved to total budget of 4.75million EUR. By end of 2018, the total budget execution rate stood at 86%.

National execution official ¹ Mr. Fred Twesiime	Enabel execution official ² Christelle Jocquet
	

¹ Name and Signature

² Name and Signature

2 Context

2.1 General context

In 2002 the Government of Uganda and the Government of the Kingdom of Belgium created the Belgo-Ugandan Study and Consultancy Fund in order to improve and accelerate the implementation of the Cooperation, as well as to promote evidence-based policy inputs and programming in the development cooperation. The Fund aims at enhancing the institutional capacity in Uganda in support of the prioritized sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness on the other hand.

The Study and Consultancy Fund has continuously evolved through replenishments from the different IDCPs. The total budget is now at 4.750.000 EUR with four exchange of letters over the last 16 years of implementation.

Below are the evolutions:

- The Specific Agreement on the Creation of a Belgo-Ugandan Study and Consultancy Fund was signed on the 8th of August 2002 with total budget of 750.000 EUR for a duration of 4 years ending August 2006;
- First exchange of letters was under the IDCP 2005 – 2008 done on 3 July and 31 October 2006 extending the validity with 3 more years ending August 2009 and increasing the grant of the agreement up to 1.250.000 EUR;
- Second exchange of letters was under the IDCP 2009 – 2012 done on 06 November 2009 and 02nd December 2009 extending the validity with 4 more years ending August 2013 and increasing the grant of the agreement up to 3.250.000 EUR;
- The third exchange of letters was under the IDCP 2013-16 done on 25th and 28th November 2013 which extended the Specific Agreement for duration of 5 years ending 8th August 2018 and increasing the grant of the agreement up to 4.750.000 EUR.

During this reporting period, the specific agreement was extended for additional two years. This was an extension of duration of specific agreement without an additional budget in order to allow sufficient time for approval of new proposals (studies), implementation of ongoing and new studies and closure procedure of Study Fund. The exchange of letters was done on 23rd February and 9th April 2018 which extended the Specific Agreement until 8th August 2020.

2.2 Management context: execution modalities

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

The fund is managed on day-to-day basis by the Commissioner for Development Assistance and Regional Cooperation (DARC), MoFPED and on the side of Enabel, Monitoring and Evaluation Officer.

The Technical Team of study and consultancy fund³ has continued to perform its role during 2018 and now more involved in quality control of submitted concept notes/proposals and advice the steering committee during the approval process. The team has also been involved in monitoring of status of implementation of ongoing studies and implementation of results of completed studies. In 2018, the technical team held one meeting focusing on monitoring the ongoing and completed studies. During this monitoring meeting, the team noted inadequate implementation of recommendations of concluded studies and delay in implementation of ongoing studies.

³ Technical team consists of members from Enabel, MDAs planning departments, MoFPED and Embassy

The Embassy has also showed interest to be part of technical team. Their presence will provide strategic guidance to the technical team.

Identification of strategic areas: In 2018, an approach to first identify strategic areas for introduction of concept notes per sector was introduced, however, this did not take effect due to other commitments. Therefore, only two studies were approved in 2018 i.e. Impact evaluation of Study Fund and Identification of strategies to support NICA in becoming a Centre of Excellence for training instructors in Uganda.

The Enabel procurement unit has continued to support in the procurement process by ensuring that procedures are followed and thus enabling smooth tendering process. In 2018, the Enabel procurement unit designed a new template for purchase of suppliers.

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 study and consultancy fund.

VVOB is planning a programme in the BTVET sector in Uganda entitled 'Strengthening Professional Development of BTVET Instructors'. VVOB are collaborating with MoES and Enabel on a study 'identification of the future strategies needed to support the national instructors' college Abilonino (NICA) in becoming a centre of excellence for instructor training in Uganda'. In this collaboration, VVOB wishes to see how they can benefit from the result of the study during the design of their new program which will target NICA as one of beneficiaries.

During the study on assessment survey for effectiveness and efficiency of UBTEB examinations processes, there was close collaboration with World Bank and Enabel projects (Skilling Uganda, SSU and Support to development of HR, SDHR) for technical support.

The Study fund has continued to main **synergies within Enabel projects through technical support** in terms of quality control of ongoing studies and fine tuning of terms of reference for new studies. The International Technical Advisor have been involved in all studies related to their sectors. The TTE team have supported the MoES from inception of a study on Gender based violence to quality control during its implementation. The Support to Skilling Uganda-SSU and support for development of human resources-SDHR 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. This study is complementary to the work being done by these projects.

The Health projects have been instrumental during the drafting of terms of reference, selection of consultants and quality control for the three studies being implemented by MoH.

In terms of alignments, all studies are in support of existing policies and strategies both in education and health sectors. In health, we supported the implementation of Health Sector Development Plan, National Financing Strategy (NFS) and result-based Financing framework. In education sector, it is in relation to support to reform process of Skilling Uganda strategy and Education Gender policy.

3 Analysis of progress made

3.1 Studies

3.1.1 Progress of studies

Progress of studies ⁴	A	B	C	D	Comments (only if the value is C or D)
Assessment survey for effectiveness and efficiency of UBTEB examinations processes		√			completed
Development of diagnosis related group & ambulatory patient groups based payment mechanism			√		Study tour to Thailand was delayed due to protocol arrangements
Client satisfaction survey assessment tool for the health sector			√		IRB approval was not foreseen in the contract timeline
The Patient Safety Study			√		IRB approval was not foreseen in the contract timeline
A baseline study on Gender Based Violence in the NTCs and BTVET institutions in Uganda			√		IRB approval was not foreseen in the contract timeline Poor performance of national consultant
Identification of strategies to support NICA in becoming a Centre of Excellence for training instructors in Uganda		√			Study ongoing
Impact evaluation study for study fund		√			Study ongoing

3.1.2 Analysis of studies completed

Title of study:	A Survey to Assess Effectiveness and Efficiency of UBTEB Examinations and Examination Processes.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	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 BTVET 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.
<i>Have the studies been used as intended?</i>	Yes, the study highlighted important findings and recommendations to support UBTEB to improve their efficiency and effectiveness in examination process. UBTEB is currently implementing these recommendations.

⁴ 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>To what did the study contribute?</i>	This report contributed to Skilling Uganda reform process and also the engagement of Enabel with UBTEB in relation to implementation of SDHR project.
<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 consultants were very critical on UBTEB effectiveness and efficiency and this has delayed the process of completing the assignment as UBTEB requested for change in tone on the draft report. However, the resultant final report remained critical.

Title of study:	Development of diagnosis related group & ambulatory patient groups based payment mechanism
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The study was organised for Ministry of Health. The health sector in Uganda is undertaking several health financing reforms over the medium term. Key among these reforms is the operationalization of the National Health Insurance Scheme (NHIS). It is envisaged that under the NHIS fund, there will be provisions for prospective payment to accredited providers. The health sector will develop and facilitate adaptation of Diagnosis related Groups (DRGs) and Ambulatory Patient Groups (APGs) for Uganda and use these for making prospective payments to providers under the NHIS fund.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	When completed, these DRGs and APGs for Uganda will form the basis for resource allocation to Hospitals under the Results Based financing framework.
<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>	Not yet

Title of study:	Development and piloting a client satisfaction assessment tool for the health sector in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The study was organised for Ministry of Health. Client satisfaction is one of the key performance indicators for the Health Sector Development Plan. Despite being a key performance indicator, regular and objective monitoring of Client Satisfaction with health services remains a challenge in the health sector in Uganda. The sector had to rely on the public service delivery survey for data on the indicator. The Ministry of Health is proposing to develop a tool that can be used to objectively monitor client satisfaction on a regular basis.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	When completed it will contribute to Health Sector Development Plan implementation.
<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>	As part of the study, MoH planned to conduct Study Tour to Thailand at the beginning, however, due to unexpected delays in approving the protocol in Thailand, this will only be possible towards the end of the study. The lessons learnt from the study would therefore be utilized during the implementation of the recommendation of the study.

Title of study:	Survey on patient safety practice in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it</i>	Commissioned by Ministry of Health, the patient safety study is will determine the magnitude of the patient safety problem in Uganda and generate data for the

<i>was about</i>	development of evidence based patient safety strategies in health sector in Uganda. Data on Patient safety management among healthcare workers and their mitigation measures remain scarce in most of sub-Saharan Africa and Uganda in particular. Like other developing countries, Uganda lacks evidence based information on Patient Safety practices and health facility compliance to safety standards, yet this is vital if progress is to be made in this area.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	Patient safety study is important for development and enforcement of uniform standards and guidelines for patient safety provided across tiers owned by both public and private providers.
<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 protocol went through IRB approval which makes the study more relevant and authentic document for both government, partners and other stakeholders. However, this process of IRB approval caused some delays in the study implementation-losing three months in this process.

Title of study:	Baseline study on gender based violence in national teachers colleges and business, technical and vocational education and training (BTNET) institutions in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The MoES intends to focus this study on National Teachers Colleges (NTCs) and BTNET institutions since in the past they have working on the prevalence of violence in primary and secondary education only. This baseline study will serve as a starting point for developing policies, guidelines and tools in order to ultimately contribute to violence prevention and response and gender responsive learning environments , specifically for NTCs and BTNET institutions.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	It will contribute to policy formulation in relation to violence prevention and response and gender responsive learning environments, specifically for NTCs and BTNET institutions.
<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 protocol went through IRB approval which makes the study more relevant and authentic document for both government, partners and other stakeholders. However, this process of IRB approval caused some delays in the study implementation

Title of study:	Identification of strategies to support NICA in becoming a centre of Excellence for training instructors in Uganda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study was commissioned by MoES, TIET department. The purpose is to undertake a thorough situational analysis of the National Instructors' College of Abilonino, which will be used to inform the ENABEL, the MoES and other Education Development partners about the technical expertise and funds needed to further develop the Instructor Training at NICA and to support NICA in becoming a centre of excellence for Instructor Training in the BTNET sub sector.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	This study will be used to determine the role of NICA in today's public and private BTNET sectors, and to propose feasible, efficient and sustainable strategies to make it become a Centre of Excellence for Instructors training, able to support the Skilling Uganda national programme.

	This study should also contribute to development of new VVO program in Uganda on 'Strengthening Professional Development of BTVET Instructors' where one of the target institution will be NICA.
<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:	Impact evaluation study for study fund
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study was requested by the steering committee of Study Fund. The impact evaluation will assess the value of the results achieved and the whole of the implementation process of Study Fund.
<i>Have the studies been used as intended?</i>	Study still on going
<i>To what did the study contribute?</i>	The study will propose future modalities and focus for the Study Fund and how the fund can be made more attractive and better focused.
<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

3.2 Expertise (No expertise implemented in 2018)

3.2.1 Progress of expertise

Progress of expertise ⁵	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 >

3.3 Budget execution

Since 2002 the study and consultancy fund has evolved to total budget of 4.75million EUR and by end of 2018, the total budget execution rate stood at 86% as shown in the chart below. This execution rate leaves a total balance of EUR 655,479 for both committed studies and available for new studies.

⁵ 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

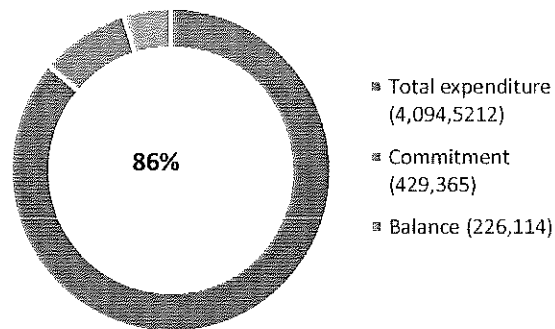


Figure 1: Budget execution and commitments

The table below show the detailed commitments for the ongoing studies and operational/administrative costs. Out of the total balance of EUR 655,479 mentioned above, EUR 429,365 is committed to ongoing six studies and operational costs. Therefore, the available budget as of end of 2018 which can be allocated to new studies is EUR 226,114.

Table 2: Active Budget commitments as of end of 2018

Budget Line	Study	Budget amount	Amount spent	Balance
A_18_12	Diagnosis related group & ambulatory patient groups study	86,195	30,899	55,296
A_18_13	Patient Safety study	64,898	18,702	46,196
A_18_14	Client Satisfaction survey	115,766	37,810	77,956
A_20_17	Impact evaluation Study	30,700	-	30,700
A_21_15	Gender Based violence study	75,000	15,523	59,477
A_21_16	NICA study	76,620	901	75,719
Administrative costs				
Z_01_02	Balance new studies and administrative costs	141,058.31	126,058.31	15,000
Z_02_01	Project Accountant	40,000	20,944.11	19,056
Z_02_02	Fund Management	50,000	35	49,965
Total		680,237	250,873	429,365

The graph below shows the yearly evolution in study fund expenditures since 2003 when the study fund became active. As you will notice from the graph, the year 2018 registered the lowest expenditure since the last 10 years. This is because of the following reasons;

1. Ethical clearance by Research Ethics committee (REC)/Institutional review board

(IRB) caused delay in data collection. Ethical clearance is needed for studies or research involving human subjects and requesting for personal and private/sensitive information from them. Patient safety study, client satisfaction survey and Gender Based violence study all required ethical clearance before data collection could commence since the studies involved interviewing respondents for personal and private/sensitive information. However, ethical clearance was not initially foreseen in the timelines of the studies and therefore lead to loss of time. Ethical clearance requires a minimum of four months to successfully go through all the processes. The three studies received clearance and proceeded for data collection by end of 2018. Two of these studies have progressed to level of draft reports meaning they will be completed in Q1 2019.

2. Collaboration and relationship between consultants who were recruited individually and yet they had to work in a team proved difficult. The team failed to function normally and this lead to delay in implementing the assignment.
3. Poor performance of one of the consultants lead to delay in execution of assignment since the deliverables one consultant was dependent on another.
4. Under estimation of contract duration. Contracts are estimated based on the paid-time without consideration of the necessary technical and administrative reviews and approval processes of the deliverables. Therefore, making the 2018 financial forecasts unrealistic. Three contracts of 2018 were extended to 2019.

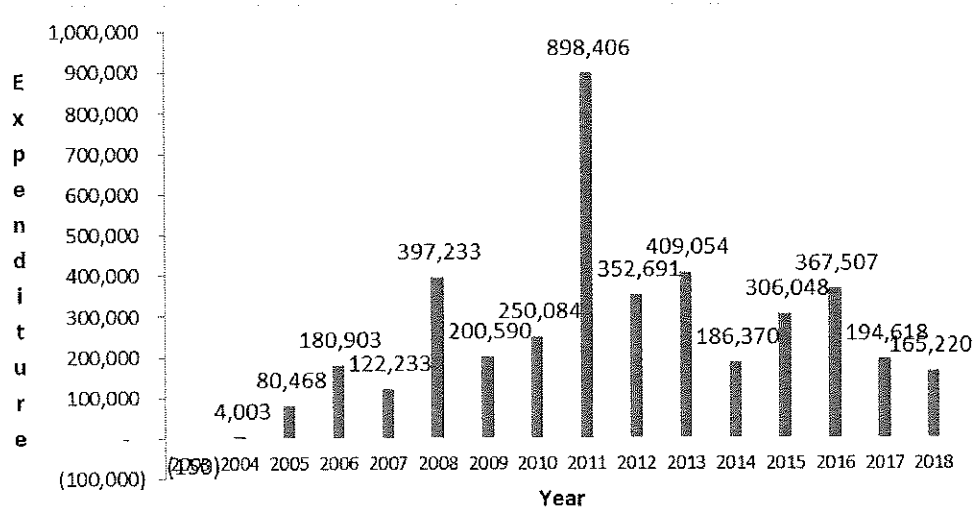


Figure 2: Yearly evolution in Study Fund expenditures (2003 to December 2018)

3.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score⁶ 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.

⁶

- 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.

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

Criteria	Score
Relevance	A
Efficiency	C
Effectiveness	B

Relevance: The study fund relevance is deemed high considering that all the studies requested by the beneficiary Ministries and agencies (MDAs) are in line with their sector priorities and strategies. So far all studies approved and implemented this reporting period show high relevancy during the assessment of the requests/proposals.

For example, in education sector one of the study (assessment of UBTEB effectiveness and efficiency in the examination processes) conducted is in support of the Skilling Uganda reform processes. A baseline study on Gender Based Violence in the NTCs and the BTVET institutions in Uganda, will lead to formulation of policies, guidelines and tools aligned with the National Policy and Action Plan on Gender Based Violence, contributing to violence prevention and gender responsive learning environments in schools and colleges being implemented by MoES. In the health sector, the study to develop and facilitate adaptation of Diagnosis related Groups (DRGs) and Ambulatory Patient Groups (APGs) for Uganda will be used by the MoH for making prospective payments to providers under the National Health Insurance Scheme (NHIS) fund.

Efficiency: Study schedules/work plans have not been relatively respected and there has been some substantial delay during the implementation of the studies. Out of seven studies implemented in year 2018, four have been delayed due to various reasons: Three of the studies needed ethical clearance which was not initially foreseen and yet takes minimum of four months for the entire approval process to be completed.

There was also delay in identifying the strategies for the new studies, only two studies were approved in 2018. The above constraints have affected the disbursement rate and efficiency in 2018.

The study fund has continued to use government structures to ensure quality control and ownership of the studies. All studies are discussed at the level of Ministry technical working group meetings were both government and development partner officials are represented. In addition, where the beneficiary ministry or agency lack capacity, technical expert have been hired to support the MDAs in quality control.

Effectiveness: The objective of study fund is enhancing the institutional capacity in Uganda in support of the prioritized sectors of the Ugandan-Belgian Cooperation on the one hand and the preparation of the Indicative Development Cooperation Programme and the implementation of the Paris Declaration on Aid Effectiveness.

The health sector studies implemented in 2018, are mainly related to capacity building of MoH through development of tools and systems to support MoH in implementation of National Financing strategy. In the education capacity building is more linked to Skilling Uganda reform processes and future development of gender based violence policy and strategy.

However, effectiveness is being affected by lack of clear strategy on how to implement the results of these studies, to enable fast track their impact. Secondly, there need to disseminate the final reports of the studies. This will help to avoid duplication of studies, i.e. undertaking those studies that are already being done by other Donors.

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	Action(s)	Resp	Deadline	Progress	Status
Turnaround time of contract are directly tagged to paid-time without consideration of the necessary technical and administrative reviews and approval processes of the deliverables.	2018	Reputational	Medium	Medium	medium	Estimation of paid days spread within realistic turnaround period in the contract. For already signed contracts, turnaround period adapted during the inception phase	Enabel/MoFPED	immediate	On going	On-going
There is compromise of team responsibility, poor collaboration and lack of adherence to timelines when consultants are contracted individually as opposed firms/companies.	2018	Development	Medium	High	High	Recruitment of firms or companies or self-teamed up consultants	MDAs	immediate	For new studies no individual recruitment of consultants	On-going
Lack of clear strategy to implement the concluded studies	2018	Development	Medium	Medium	medium	The final reports of studies show include implementation strategy with practical action plans. The development of this strategy/action plan should be supported by the study consultants	MDAs/Consultants/	2019 onwards	Starting with ongoing studies	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 and funding source	MoFPED	Immediately	Most studies have embedded in them how the results will be utilised. The	On-going

7

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

<p>Low capacity of some of the MDAs to prepare quality proposals and terms of reference and technically follow the implementation of the studies.</p>	<p>2016</p>	<p>operational</p>	<p>medium</p>	<p>medium</p>	<p>medium</p>	<p>medium</p>	<p>MDAs/Enabel/MoFP ED</p>	<p>immediate</p>	<p>New studies have been supported</p>	<p>On-going</p>	<p>guidelines mandate applicants to indicate how the study will be useful. However, this has not guaranteed its utilisation.</p>
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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>
Every study report should have a clear strategy on how to implement the results of these studies, to enable fast track their impact e.g. costed action plan, supporting structure/system	3.4	MDAs	All new studies
There need to disseminate the final reports of the all studies. This will avoid duplication of studies, i.e. undertaking those studies that are already being done by other Donors. Budget should be provided within the approved studies proposals.	3.4	MDAs/MoFPED/Enabel	All new studies
Foresee realistic turnaround period for all the contracts taking into consideration the delays at all levels and scope of assignment.	3.5	MoFPED/Enabel	Immediately
Preference be given to company/institutional consultants than individually assembled consultants. This enables better supervision, collaboration and adherence to timeline	3.3 & 3.5	MoFPED/Enabel	Immediately
Conduct reference check on winning bidder before contract award on their professionalism, quality delivery and respect for timeline.	3.3 & 3.3	MoFPED/Enabel	New contracts in 2019
New studies should be approved by May 2019 the latest to enable implementation within the specific agreement duration.		MDAs/MoFPED/Enabel/EoB	Q2 2019

4.2 Lessons Learned

Lessons learned	Target audience
<i>Description of the lesson learned.</i>	<i>The audience that may be interested in the lesson learned.</i>
Institutionalised teams with joint contract between their company and contracting authority have better collaboration, team supervision and adherence to timeline for successful execution of a given assignment than individually assembled team of consultants.	Enabel/MoFPED/MDAs
Studies that pass through government structures (TWG, TMM) are more institutionalised and have high chances of implementation of recommendations than ones which are coordinated and adopted at department level.	MDAs

Indication on how the study results would be implemented in the approved proposal does not guarantee that results will be utilised. The study report should provide clear strategy on how the study result will be implemented by the MDAs in realistic and practical manner.	Enabel/MoFPED/MDAs/ Consultants
Since 2016, study fund introduced use of independent technical expert to support MDAs where technical expert for follow up implementation of a particular study was inadequate. This has proved effective way to ensure high quality control.	MDAs
In the past MDAs were required to submit a full proposal together with terms of reference until this changed in 2017 when only concept notes would suffice for preliminary assessment. The use of concept notes for introduction of new study idea enable quick scan of its feasibility for funding under Study Fund.	Enabel/Embassy/MoFPED
Building strong synergies between sector projects (Enabel and other donors) and Study Fund during implementation of a particular study increases high chance of its success and usefulness to the MDAs.	technical team

5 Annexes

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

Budget vs Actuals (Year to Date, by Quarter) of UGA/01/004

Project Title : **Fonds d'Etudes**

Budget Version : **F01**
 Currency : **EUR**
 YTD :

Report includes all valid transactions, registered up to today

2019

	Status	Fin Mode	Amount	Start to 2018	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec
A ALLOCATED FUNDS			4,414,558,00	3,922,135,09						3,922,135,09	482,722,91	89%
01 Complet. & Improv. of			5,000,00	5,015,13						5,015,13	-15,13	100%
01 Allocated Funds		COGEST	5,000,00	5,015,13						5,015,13	-15,13	100%
02 Study on Criteria for Pupils'			94,572,00	94,571,77						94,571,77	0,23	100%
01 Professional Fees		COGEST	80,448,00	80,448,14						80,448,14	-0,14	100%
02 Travels		COGEST	4,642,00	4,641,78						4,641,78	0,22	100%
03 Workshops and Meetings		COGEST	3,882,00	3,881,57						3,881,57	0,43	100%
04		COGEST	2,458,00	2,458,07						2,458,07	-0,07	100%
05 Miscellaneous		COGEST	2,240,00	2,240,37						2,240,37	-0,37	100%
06 Perdiem & Accomodation		COGEST	902,00	901,84						901,84	0,16	100%
03 Rapid Inventory Method to			53,681,00	53,681,11						53,681,11	-0,11	100%
01 Personnel Fees		COGEST	49,895,00	49,895,00						49,895,00	0,00	100%
02 Aircraft Expenses		COGEST	167,00	166,67						166,67	0,33	100%
03 Travel Ecosystems		COGEST	1,038,00	1,038,44						1,038,44	-0,44	100%
04 Purchasing & Hiring		COGEST	106,00	106,48						106,48	-0,48	100%
05 DSA for UBOS & Ministry of		COGEST	2,368,00	2,368,04						2,368,04	-0,04	100%
06 Transport for Field		COGEST	1,00	0,00						0,00	1,00	0%
07 Miscellaneous		COGEST	106,00	106,48						106,48	-0,48	100%
04 Ministry of Health			26,465,00	26,465,32						26,465,32	-0,32	100%
01 Transportation of		COGEST	26,465,00	26,465,32						26,465,32	-0,32	100%
			43,213,00	43,212,74						43,212,74	0,26	100%
REGIE			943,840,00	733,021,92						733,021,92	210,818,08	78,00
COGEST			3,806,160,00	3,361,499,55						3,361,499,55	444,660,45	88,00
TOTAL			4,750,000,00	4,094,521,47						4,094,521,47	655,478,53	86,00



Budget vs Actuals (Year to Date, by Quarter) of UGA/01/004

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2018

	Status	Fin Made Amount	Start to 2018	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec
01 Support for ENRS		COGEST 43.213,00	43.212,74						43.212,74	0,26	100%
06 Support the Dev't of Long		COGEST 39.006,00	39.006,33						39.006,33	-0,33	100%
01 Local Government Capacity		COGEST 39.006,00	39.006,33						39.006,33	-0,33	100%
07 Reorganisation of MOLG		COGEST 29.066,00	29.066,35						29.066,35	-0,35	100%
01 Re Organisation of MoLG		COGEST 29.066,00	29.066,35						29.066,35	-0,35	100%
02 Needs Assessment		COGEST 0,00	0,00						0,00	0,00	?
08 Strategy for Promoting		COGEST 55.851,00	55.851,08						55.851,08	-0,08	100%
01 Social Economy, Local		COGEST 55.851,00	55.851,08						55.851,08	-0,08	100%
09 External Evaluation of KSP II		COGEST 42.763,00	42.763,20						42.763,20	-0,20	100%
01 Evaluation and Identification		COGEST 42.763,00	42.763,20						42.763,20	-0,20	100%
10 Rapid Inventory Method to		COGEST 38.049,00	38.049,25						38.049,25	-0,25	100%
01 UBOS Phase II		COGEST 38.049,00	38.049,25						38.049,25	-0,25	100%
11 Bonus Payment to health		COGEST 17.909,00	17.909,01						17.909,01	-0,01	100%
01 Payments to Health Centers		COGEST 17.909,00	17.909,01						17.909,01	-0,01	100%
12 Development of an		REGIE 0,00	0,00						0,00	0,00	?
01 Development of an	Deleted	REGIE 0,00	0,00						0,00	0,00	?
13 Development of an		COGEST 60.621,00	60.621,19						60.621,19	-0,19	100%
01 Development of an		COGEST 60.621,00	60.621,19						60.621,19	-0,19	100%
14 Education Service		COGEST 65.904,00	65.904,23						65.904,23	-0,23	100%
01 Consultancy for an		COGEST 65.904,00	65.904,23						65.904,23	-0,23	100%
		48.813,00	48.812,90						48.812,90	0,10	100%
		REGIE 943.840,00	733.021,92						733.021,92	210.818,08	78,00
		COGEST 3.806.160,00	3.361.499,55						3.361.499,55	444.660,45	88,00
		TOTAL 4.750.000,00	4.094.521,47						4.094.521,47	655.478,53	86,00



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	Status	Fin Mode	Amount	Start to 2018	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec
02 Energy Supply		COGEST	48.813,00	48.812,90						48.812,90	0,10	100%
16 Capacity Building on Public												
01 Procurement Training		COGEST	126.570,00	126.570,34						126.570,34	-0,34	100%
17 Sensitization Workshop for												
01 Sensitization Workshop		COGEST	9.073,00	9.073,25						9.073,25	-0,25	100%
18 Ministry of Health Studies												
01 Review of the supervision		COGEST	32.241,00	32.240,44						32.240,44	0,56	100%
02 Study of client satisfaction		COGEST	40.381,00	40.380,63						40.380,63	0,37	100%
03 Evaluation of impact of		COGEST	19.600,00	19.600,49						19.600,49	-0,49	100%
04 Health facility survey		COGEST	32.171,00	32.171,15						32.171,15	-0,15	100%
05 Programme for		COGEST	0,00	0,00						0,00	0,00	?
06 Yellow Star program for		COGEST	0,00	0,00						0,00	0,00	?
07 Costing of HSSP III		COGEST	16.225,00	16.225,03						16.225,03	-0,03	100%
08 Technical assistance for		COGEST	99.660,00	99.661,47						99.661,47	-1,47	100%
09 Identification proposal for		COGEST	15.800,00	15.799,66						15.799,66	0,34	100%
10 Regulatory Impact		COGEST	19.750,00	19.753,65						19.753,65	-3,65	100%
11 Strengthen Health Service		REGIE	102.940,00	102.939,81						102.939,81	0,19	100%
12 Development of diagnosis		COGEST	86.195,00	30.899,05						30.899,05	55.295,95	36%
13 Survey on patient safety		COGEST	64.898,00	18.702,36						18.702,36	46.195,64	29%
14 Development & piloting of a		COGEST	115.766,00	37.809,89						37.809,89	77.956,11	33%
			217.737,00	217.733,59						217.733,59	3,41	100%
		REGIE	943.840,00	733.021,92						733.021,92	210.818,08	78,00
		COGEST	3.806.160,00	3.361.499,55						3.361.499,55	444.660,45	88,00
		TOTAL	4.750.000,00	4.094.521,47						4.094.521,47	655.478,53	86,00



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01 ENR and climate change		COGEST	16.257,00	16.257,18					16.257,18	16.257,18	-0,18	100%
02 Climate Change Policy		COGEST	201.480,00	201.476,41					201.476,41	201.476,41	3,59	100%
20 Ministry of Finance studies			915.617,00	788.562,16					788.562,16	788.562,16	127.054,84	86%
01 Data Collection & donor		COGEST	55.529,65	55.529,65					55.529,65	55.529,65	0,35	100%
02 Study to review the Aid		COGEST	33.207,99	33.207,99					33.207,99	33.207,99	2,01	100%
03 Design of a monitoring &		COGEST	63.371,00	63.370,74					63.370,74	63.370,74	0,26	100%
04 Study to ascertain artemia		COGEST	96.757,00	96.757,37					96.757,37	96.757,37	-0,37	100%
05 Final Evaluation of		COGEST	77.827,00	77.827,14					77.827,14	77.827,14	-0,14	100%
06 Child Rights Study and		COGEST	96.730,00	96.733,04					96.733,04	96.733,04	-3,04	100%
07 Evaluation of Belgo-		COGEST	31.410,00	31.414,17					31.414,17	31.414,17	-4,17	100%
08 Gender Considerations in		COGEST	0,00	-166,81					-166,81	-166,81	166,81	?
09 Environmental		COGEST	0,00	2.328,41					2.328,41	2.328,41	-2.328,41	?
10 Development of M&E plan		COGEST	9.790,00	9.790,42					9.790,42	9.790,42	-0,42	100%
11 Impact and Needs		COGEST	21.710,00	21.707,10					21.707,10	21.707,10	2,90	100%
12 UN DFC Symposium	Deleted	COGEST	0,00	0,00					0,00	0,00	0,00	?
13 UN DFC Symposium UGA		REGIE	68.020,00	68.017,59					68.017,59	68.017,59	2,41	100%
14 Evaluation of Selected		COGEST	76.090,00	76.092,26					76.092,26	76.092,26	-2,26	100%
15 Evaluation of Technical		COGEST	100.472,00	69.558,64					69.558,64	69.558,64	30.913,36	69%
16 Uganda Country Study for		COGEST	154.000,00	86.394,45					86.394,45	86.394,45	67.605,55	56%
17 Impact Evaluation of Study		REGIE	30.700,00	0,00					0,00	0,00	30.700,00	0%
			1.734.901,00	1.550.986,85					1.550.986,85	1.550.986,85	183.914,15	89%
		REGIE	943.840,00	733.021,92					733.021,92	733.021,92	210.818,08	78,00
		COGEST	3.806.160,00	3.361.499,55					3.361.499,55	3.361.499,55	444.660,45	88,00
		TOTAL	4.750.000,00	4.094.521,47					4.094.521,47	4.094.521,47	655.478,53	86,00



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2018

	Status	Fin Mode Amount	Start to 2018	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec
01 Retreat to formulate BTVET	COGEST	720,00	4.563,99						4.563,99	-3.843,99	634%
02 Training Modules for	COGEST	181.158,00	181.158,38						181.158,38	-0,38	100%
03 Formulation of BTVET skills	COGEST	263.947,00	263.947,16						263.947,16	-0,16	100%
04 Tracer Study in BTVET Sub	COGEST	59.885,00	59.885,12						59.885,12	-0,12	100%
05 Cost Assessment Study on	COGEST	97.352,00	97.352,55						97.352,55	0,45	100%
06 Scoping and Analytical	COGEST	69.723,00	69.723,26						69.723,26	-0,26	100%
07 Needs Assessment BTVET	COGEST	52.552,00	52.552,20						52.552,20	-0,20	100%
08 The 3rd M&E of the	COGEST	225.089,00	225.089,33						225.089,33	0,67	100%
09 Orientation Retreat for	COGEST	41.130,00	37.282,95						37.282,95	3.847,05	91%
10 Education Sector Advisor	REGIE	108.310,00	108.311,48						108.311,48	-1,48	100%
11 Management Advisor for the	REGIE	274.460,00	274.459,50						274.459,50	0,50	100%
12 Harmonisation of curricular	COGEST	84.280,00	84.284,31						84.284,31	-4,31	100%
13 Assessment survey for	COGEST	124.673,00	75.952,68						75.952,68	48.720,32	61%
14 Baseline study on Gender	COGEST	0,00	0,00						0,00	0,00	?
15 Baseline study on Gender	REGIE	75.000,00	15.523,09						15.523,09	59.476,91	21%
16 Identification of strategies to	COGEST	76.620,00	900,85						900,85	75.719,15	1%
22 Ministry of Local											
01 Poverty Profiling - Kasese	COGEST	82.050,00	82.050,26						82.050,26	-0,26	100%
23 National Planning Authority											
01 Gender Considerations in	COGEST	62.370,00	60.045,40						60.045,40	2.324,60	96%
	COGEST	33.620,00	33.622,09						33.622,09	-2,09	100%
	COGEST	28.750,00	26.423,31						26.423,31	2.326,69	92%
	REGIE	943.840,00	733.021,92						733.021,92	210.818,08	78,00
	COGEST	3.806.160,00	3.361.499,55						3.361.499,55	444.660,45	88,00
	TOTAL	4.750.000,00	4.094.521,47						4.094.521,47	655.478,53	86,00



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		2019									
Status	Fin Mode	Amount	Start to 2018	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec
B VAT REFUND											
01 VAT Refund Regie		0,00	16.603,13					16.603,13	16.603,13	-16.603,13	7%
		0,00	15.821,47					15.821,47	15.821,47	-15.821,47	?
01 VAT Refund Regie	REGIE	0,00	15.821,47					15.821,47	15.821,47	-15.821,47	?
02 VAT Refund Cogest		0,00	781,66					781,66	781,66	-781,66	?
01 VAT Refund Cogest	COGEST	0,00	781,66					781,66	781,66	-781,66	?
Z UNALLOCATED FUNDS											
		335.142,00	155.783,25					155.783,25	155.783,25	179.358,75	46%
01 Unallocated Funds		191.642,00	133.892,58					133.892,58	133.892,58	57.749,42	70%
01 Balance for new studies	COGEST	50.732,00	7.834,27					7.834,27	7.834,27	42.897,73	15%
02 Balance for new studies &	REGIE	140.910,00	126.058,31					126.058,31	126.058,31	14.851,69	89%
02 Personnel		108.500,00	20.978,96					20.978,96	20.978,96	87.521,04	19%
01 Project Accountant	REGIE	58.500,00	20.944,11					20.944,11	20.944,11	37.555,89	36%
02 Fund Management	REGIE	50.000,00	34,85					34,85	34,85	49.965,15	0%
10 Audit & Financial		35.000,00	0,00					0,00	0,00	35.000,00	0%
01 Audit	REGIE	20.000,00	0,00					0,00	0,00	20.000,00	0%
02 Financial Management &	REGIE	15.000,00	0,00					0,00	0,00	15.000,00	0%
99 Conversion rate adjustment		0,00	911,71					911,71	911,71	-911,71	?
98 Conversion rate adjustment	REGIE	0,00	911,71					911,71	911,71	-911,71	?
99 Conversion rate adjustment	COGEST	0,00	0,00					0,00	0,00	0,00	?

REGIE	943.840,00	733.021,92						733.021,92	733.021,92	210.818,08	78,00
COGEST	3.806.160,00	3.361.499,55						3.361.499,55	3.361.499,55	444.660,45	88,00
TOTAL	4.750.000,00	4.094.521,47						4.094.521,47	4.094.521,47	655.478,53	86,00



5.2 Decisions taken by the JLCB and follow-up

Date	Decisions taken		Timing	Decision treatment			Follow up	
	Description	Action(s)		Resp.	Deadline	Progress		
2 nd August 2018	NICA Study revised proposal and budget of RUR 76,620 was approved.	Launch procurement and implement the study	immediately	MoFPED/Enabel/MoES	Q1 2019	Closed, Consultant selected		
	SCF Impact Study Terms of Reference were approved and the Budget of EUR 30,700 was agreed upon to be implemented under the management of Enabel.	Launch procurement and implement the study	immediately	MoFPED/Enabel		Closed, Consultant selected		
	Strategic areas for concept notes should be discussed with sector line ministries and agreed upon in the technical team meeting, Enabel sector projects could also be involved. MoFPED should expedite this process to be able to meet the timeline set for first call for concept note (September 2018) and last approval of studies (August 2019).	Call for a meeting with MDAs to present and discuss strategic areas for the studies	Q3 2018				This meeting did not take place, instead the MoFPED wrote letters to line ministries on 7 th February 2019 requesting them to submit priority areas.	
	The approved timeline for first call for concept note is September 2018.	Call for a meeting with MDAs to present and discuss strategic areas for the studies and communicate about call for concept note	Q3 2018	MoFPED	Q3 2018	See progress above		
21 st February 2018	Speed up extension of SA-process started last year - agreed to speed up since SA ends in August 2018 and yet over 399,000 Euro still need to be spent within the SA duration.	MoFPED and Embassy to finalize exchange of letter	Immediately	MoFPED & EoB	Q2 2018	Closed: Exchange of letter completed in April 2018		
	Develop specific timelines for introduction of concept notes by MDAs to technical team.	call for concept notes with specific deadline will be sent out to MDAs as soon as communication on extension of SA is	Q2 2018	MoFPED	Q2 2018	Not done, instead a meeting was planned but never materialized		

			received						
	Map out strategic studies per sector and if necessary, distribute the remaining budget among the sectors, allocating maximum amounts	Immediate	strategic studies to be map out from the results of call for concept notes.			MoFPED/Enabel	Q2 2018		Strategy was changed to have a meeting where strategic areas would be presented and discussed with the technical team but this meeting did not take place due to other commitments.
	Assess the impact of study fund within the beneficiary institutions-over 60 studies have been implemented in 14 MDAs	Q3 2018	Draft TOR with budget to be submitted to SC for approval.			MoFPED/Enabel	Q3 2018		TOR was drafted and SC approved. Consultant for impact study was selected
	Incorporate Embassy into the technical team meetings -it was noted that Embassy is supposed to be part of the technical team (as per the TOR that established it).	immediately	This recommendation was left at the discrete of Embassy to decide on case by case basis.			EoB	As needed		EoB showed a lot of interest to participate but no meeting took place within the period.