

Enabel

2023 Results Report



Study and Expertise Fund

UGA21002

Uganda



Presentation of the Inception Report to the Technical Working Committee led by Dr. Stephen Opio Okiror (Commissioner Human Resource Planning and Development) third from the right

Picture taken on - 5/10/2023

Belgian development agency

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1 Abbreviations

CSO	Civil Society Organisation
DGD	Directorate-General for Development Cooperation
EUR	Euro
FMT	Fund Management Team
GBV	Gender-Based Violence
HQ	Head Quarters
IDCP	Indicative Development Cooperation Programme
JLCB	Joint Local Consultative Committee
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoICT&NG	Ministry of Information, Communications Technology and National Guidance
MoLHUD	Ministry of Lands, Housing and Urban Development
MoPS	Ministry of Public Service
MoWE	Ministry of Water and Environment
RIA	Regulatory Impact Assessment
SC	Steering Committee
SEF	Study and Expertise Fund
SRHR	Sexual and Reproductive Health and Rights
STT	Sector Technical Team
TETD	Teacher Education and Training Department
TVET	Technical Vocational Education and Training
UBTEB)	Uganda Business and Technical Examinations Board

2 Summary of the intervention

2.1 Intervention form

Title of the intervention	Study and Expertise Fund (SEF)
Codes of the intervention DGD	3670
Enabel code	UGA21002
Intervention zones	Uganda: National wide
Total budget	500,000 EUR
Partner institution	Ministry of Finance, Planning and Economic Development (MoFPED)
Start and end date of the Specific Agreements	Start date: 28 th April 2022 End date: 27 th October 2024
Beneficiaries	Beneficiaries in the priority sectors: 1. Ministry of Finance, Planning and Economics Development (MoFPED) 2. Ministry of Health (MoH) 3. Ministry of Education and Sports (MoES) 4. Ministry of Water and Environment (MoWE) 5. Ministry of Public Service (MoPS) 6. Ministry of Gender, Labour and Social Development (MoGLSD) 7. Ministry Land, Housing and Urban Development (MoLHUD) 8. The Embassy of the Kingdom of Belgium 9. Enabel 10. Ministry of Information, Communication and Technology (MoICT)
Global objective	Improved service delivery of Ugandan Institutes and organizations
Specific objective	Enhanced institutional capacity of the government of Uganda in evidence-based policy decision making in the priority sectors of the Belgian-Ugandan Development Cooperation
Result 1	Studies are conducted and expertise is mobilised to promote innovative opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation Programme

2.2 Self-evaluation of performance

In the following sections, it is shown that an internal assessment has been done by the two internal SEF staff regarding the OECD-DAC criteria. Since the recommendations of the studies are yet to be done, it is still too early to fully know about the relevance of the project.

1.1.1 Relevance

B	Performance
Relevance	Assessment done by SEF management team

To ensure a direct link between service delivery and the studies to be concurred, the fund has assumed that the study results are used for the intended purpose and the activities of the studies are related to sector priorities.

1.1.2 Effectiveness

B	Performance
Effectiveness	Assessment done by SEF management team

The impact and specific objectives that were formulated in 2022 can only be assessed after the studies and expertise assignments have been completed. A mid term review was not foreseen and instead an end tem review will be conducted in the month of September 2024. None the less, in the table below, a list of studies that are underway has been shared. The studies commenced in the last part of 2023 and their impact will be assessed during the end term review planned in September 2024.

Topic	Type of service	Theme	Budget	Status as at 2023 December
Professionalization of all cadres in the Public Service	Consultancy/study/expertise	Education	40,988 €	Submission of the inception report
To assess/study the relevance and effectiveness of the training delivery methods in TVET institutions in Uganda.	Consultancy/Study	Education	45,000 €	Tender awarded and inception meeting held

1.1.3 Efficiency

B	Performance
Efficiency	Assessment done by SEF management team

Most inputs were available and the fund did not require to make any adjustments on the budget or staff. An estimate budget expenditure for the fund was formulated and approved

by the steering committee. The committee made the below approvals for both activities and general means.

The first study and expertise assignment was commenced in September 2023. The second assignment started in December 2023.

The delay in conducting the studies was brought about by the following:

1. The process for approving potential studies is delayed because of the involvement of many stakeholders that will eventually use the results of the studies.
2. The procurement processes involve consultations and technical reviews of the ministry technical authorities. This makes the process a bit slow and yet it is necessary due to the nature of the studies.

1.1.4 Potential sustainability

B	Performance
Potential sustainability	Assessment done by SEF management team

Potential sustainability of the fund is closely linked to the global objective which is improved service delivery. From the start, it has been assumed that the partner institutions have a clear strategy to implement the concluded studies. While the fund is not to be seen as an isolated intervention for improved services in the partner institutions, it is foreseen that enhancing institutional capacity of the Government of Uganda in evidence-based decision making at the policy level, will lead to sustainable development in the long run.

1.1.5 Coherence

B	Performance
Coherence	Assessment done by SEF management team

Enabel projects are actively engaged in supporting the relevant sectors to submit quality proposals. They are involved in validating the studies before presenting them to the Steering Committee for the final decision and approval.

1.1.6 Conclusions

The fund, even if still in the early stages, is helping Belgium and the Government of Uganda to start focusing on professional, organisational, and process development. Most of the proposals being submitted on the various sectors are about strengthening the ministries' capacities for implementing the measures that will achieve the goals of the National Development Plan III. Four sectors have been covered in the submitted proposals:

1. Water and environment (with a focus on climate change and climate financing)
2. Education sector with a focus on skilling and labour productivity
3. Gender and labour with a focus on gender-based violence
4. Digitalisation for Development with a focus on digital rights and ICT regulatory framework

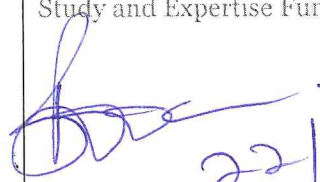
So far, the results achieved were the following:

1. Processes and partner responsibilities were jointly defined with the benefitting ministries. All the major actors have been informed about the Study and Expert Fund, and responses have been provided regarding possible areas for submitting funding applications.
2. All the three rounds of applications had taken place by end of December 2023.
3. The steering committee has already approved funding for **9 Proposals** as listed in **section 3.3.3**.

The results of the studies covering the sectors above promise to improve service delivery by deploying experts, commissioning studies, and carrying out recommended activities as part of these development processes.

It can be concluded that the fund will:

1. Improve the management and decision-making structures and processes for improving and making reforms in areas where the results will indicate weaknesses in the delivery of services.
2. Assist the finance management unit at the Ministry of Finance, Planning and Economic Development in identifying funding requirements, deciding which donors are potential funders for climate financing.
3. Support strategies for digitalization for development such as using E-Waste innovations to deal with management of electronic waste and using data to formulate solutions for gender based violence.

For Ministry of Finance, Planning and Economic Development	For Enabel
Ms. Azizah Nabitalo Principal Economist  22/2/24 Date and signature	Elizabeth Nkwasure Study and Expertise Fund Manager  22/2/24 Date and signature

3 Monitoring of results

3.1 Evolution of the context

3.1.1 General and institutional context

The Study and Consultancy Fund (SCF) was created in 2002 with the main purpose of improving and accelerating the implementation of the Belgian-Ugandan Development Cooperation, as well as to promoting evidence-based policy inputs and programming. The Study and Consultancy Fund was implemented for 18 years, until its closure in August 2020.

To date, the Study and Consultancy Fund remains a relevant facility for the Government of Uganda. It is considered a flexible and useful instrument to rapidly respond to the information and expertise needs in the wider framework of the Belgian-Ugandan development cooperation.

The intervention Study and Expertise Fund (SEF) is part of the Bridging Programme within the framework of the third Indicative Development Cooperation Programme (IDCP) 2012-2016 negotiated between the government of Uganda and the Kingdom of Belgium. The Specific Agreement is for a duration of **30 months**. With a budget of **500,000 euro**.

The previous Study and Consultancy Fund had an impact in terms of strengthening the institutional capacities in the priority sectors (Education and Health) as well as transversal themes (Gender, GBV, Climate change, environment) through support to the drafting of technical studies, formulation of policies and strategies and provision of expertise. In addition, sectoral resource mobilization improved, staff capacities were enhanced, and coordination with other development partners and within Enabel improved (Impact Evaluation of Study and Consultancy Fund, 2019).

The SCF also provided evidence-based information that enriched the implementation of the Ugandan-Belgian Development Cooperation Programme. Studies in the areas of identification, needs assessment, formulation, and final evaluations opened opportunities for Enabel to find its niche and position itself within the education (Teacher Education and Support to Skilling Uganda) and health sector (Result-based financing and institutional capacity building). Through the Fund, several studies, policies, and frameworks within education, health, and transversal themes have been concluded and these enabled the Belgian Cooperation to properly anchor its programmes within the government's development priority areas.

The Study and Expertise Fund (SEF) therefore draws lessons from the previous phase of SCF (Report of the Belgo-Ugandan Study and Consultancy Fund Impact Evaluation, 2019). It intends to maintain the positive aspects of being a flexible instrument, able to meet urgent information and expertise needs while narrowing down the scope to direct support of the Belgian Cooperation in specific thematic areas.

3.1.2 Management context

The legal Framework of the intervention is governed by:

1. The General Agreement between the Belgian Government and the Ugandan Government that was signed on the 23rd of March 1995
2. The Indicative Cooperation Programme (2012- 2016) between the Government of Uganda and the Government of Belgium that was signed on the 5th of April 2012
3. The Specific Agreement of which this TFF is part signed between the Government of Uganda and the Government of Belgium on 28th April 2022

DGD delegates the fulfilment of its obligation to the Enabel, Belgian development agency represented by the Enabel Resident Representative in Uganda as the Belgian entity responsible for the execution and follow-up of the intervention.

While the Ministry of Finance, Planning and Economic Development's role is the overall steering of the Intervention, the role of Enabel is to directly manage the Intervention.

3.1.2.1 Partnership modalities

This intervention supports the ongoing sectoral interventions to implement innovative initiatives and mainstream the cross-cutting themes including gender, gender-based violence, sexual and reproductive health and right (SRHR), environment, climate change, digitalisation and social inclusion within their activities. In addition, the analytical studies will be helpful in the implementation of the new Country Portfolio to tailor the interventions within the Government of Uganda and the Belgium development policy priorities. Studies to be conducted will provide relevant strategic level information and support, adapted to the context.

The fund takes advantage of the synergies created with all the sectoral interventions of the new portfolio as well as with the new thematic portfolio on Social Protection.

3.1.2.2 Operational modalities

The intervention distinguishes between financial, technical, and operational responsibilities. Financial responsibility lies with Enabel and the Belgian procurement rules apply. The intervention is implemented under the “direct management” modality.

There is a joint Belgian-Ugandan technical and administrative responsibility for the execution of this intervention. This joint responsibility is assumed both at the level of the Steering Committee (SC), Sector Technical Team (STT) and at the Fund Management Team (FMT). Specific regulations have been approved by the members of SC.

A Steering Committee has been established to oversee the implementation of the SEF. The Steering Committee is chaired by the MoFPED and Co-chaired by the Enabel Resident Representative. The Steering Committee meets twice a year to steer and provides strategic guidance to the project.

A Technical Team has been created to improve the effectiveness and efficiency in the utilisation of SEF through better coordination of the approval process and monitoring of the

progress of the studies/expertise. The Technical Team reviews the institutional structures, systems, procedures, guidelines, and criteria put in place for efficient and effective execution of the Fund.

The Fund Management Team is in charge of day-to-day management of the SEF implementation. The team has put in place the institutional structures, systems, procedures, guidelines and criteria needed for efficient and effective execution of the SEF.

The SEF is implemented through hiring of the consultants to support the partner institutions, sectoral interventions and Enabel representation in conducting innovative and strategic studies. Experts are and will be hired to provide technical expertise in specific thematic areas. Lastly, the SEF can provide support to hold workshops, meetings and seminars. The intervention makes use of staff at country level including: Financial controller at the Representation, International Finance and Contracting Coordinator (RAF), Accounts Assistant, and a Public Procurement Officer.

3.2 Performance of outcome



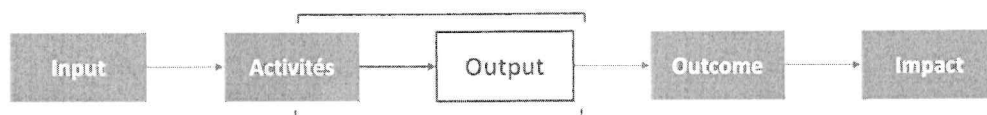
3.2.1 Progress of indicators

Outcome: Enhanced institutional capacity of the government of Uganda in evidence-based policy decision making in the priority sectors of the Belgian-Ugandan Development Cooperation					
Progress indicators/markers	Base value	Value 2022	Value 2023	Target 2024	Final target
Percentage of studies effectively used in policy decision making related to the Belgian-Ugandan Development Cooperation programme	N/A	N/A	N/A	80%	80%

3.2.2 Analysis of progress made

The outcome target was maintained as a percentage of studies effectively used in policy decision-making related to the Belgian-Ugandan Development Cooperation programme. The indicator is 80%. The indicator for the outcome performance will be measured in September 2024. The nature of the planned activities can only show outcomes after a given period since it may take a lot of time for the supported sectors to demonstrate tangible results.

3.3 Performance of output 1



3.3.1 Progress of indicators

Output 1: Studies are conducted and expertise is mobilized to promote innovative opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation Programme					
Indicators	Base value	Value 2022	Value 2023	Target 2023	Final target
Percentage of studies satisfying quality standards	N/A	N/A	N/A	N/A	80%
Number of requests financed by the Fund to support the Belgian and Ugandan Cooperation priorities	0	0	6	6	6
% Satisfaction of beneficiaries where studies have been implemented	N/A	N/A	N/A	N/A	80%

3.3.2 State of progress of the main activities

State of progress of the <u>main</u> activities	State of progress The activities are:			
	Ahead of time	Within deadline	Delayed	Seriously delayed
Studies are conducted and expertise is mobilised to promote innovative opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation Programme		*		

3.3.3 Analysis of progress made

A number of proposals were received from three calls by December 2023. The first call was on the theme of Education. The second call was on the theme of Gender and Digital for Development, and the third call was on Health, Environment and Climate change. By the end of 2023, 9 proposals for studies and expertise were approved for tendering. The following sections present the details of the three calls that brought forth 9 approved proposals.

Only one proposal will be approved in the year 2024 after revisions on the scope and study outcomes and objectives. In total, 10 studies will be undertaken at the end of the year 2024.

3.3.3.1 Call for proposals on the theme of Education

The first call on the theme of education was launched on 3rd March 2023 and 10 proposals were received. 3 proposals were approved for tendering. The list and status of each study is in the table below:

Proposal	Institution	Proposal type	Status
1. Professionalization of all cadres in the public service	Ministry of Public Service	Study and expertise	This assignment is ongoing and two key deliverables have been achieved; a framework for the professionalization of all cadres and a strategy for delivering it.
2. Baseline study on Training Delivery in the TVET sector in Uganda	TVET - MoES	Study	This study is ongoing and by December 2023, the assignment was at the inception phase
3. Proposal on undertaking a study on assessing the binding constraints to labor productivity in the education sector	Ministry of Gender	Study	The study was launched twice without success. The study will be relaunched the third time and probably take place in the first quarter of year 2024
4. Regulatory impact assessment in Education	Ministry of ICT and NG	Assessment	1. The proposal was submitted in the first call, but was deferred to the second call 2. For this particular activity, the Ministry was to work with the cabinet secretaries and the ministry departments. They also needed to state the scope and the objectives clearly
5. Tracer study for the UBTEB graduates from 2017-2019.	Uganda Business and Technical Examinations Board (UBTEB)	Study	The objectives of this study were combined with the ones of study two above since the focus and expected outcomes were the same.
6. The impact of covid-19 on the Education of adolescent girls in Uganda	TETD - MoES	Study and assessment	This study had been conducted by VVOB and there was no need to duplicate the efforts.
7. Improved teacher education system in Uganda through continuous school practice	TETD - MoES	Study	This proposal was on a study that is outside of the scope of the Enabel Country Portfolio.

and professional development			
8. Proposal for a review of the Upper Secondary Curriculum	National Curriculum Development Center	Study and expertise	This proposal was on a study that is outside of the scope of the Enabel Country Portfolio.
9. Consultant to Support the Upper Secondary Curriculum Development	Consultant to Support the Upper Secondary Curriculum Development	Study and expertise	This proposal was on a study that is outside of the scope of the Enabel Country Portfolio.
10. The impact of covid-19 on the Education of adolescent girls in Uganda	Department of Education Policy Analysis and Research (EPAR)	Study and expertise	This proposal was on a study that is outside of the scope of the Enabel Country Portfolio.

3.3.3.2 Call for proposals on the themes of Gender and Digitisation

The second call on gender and D4D attracted 7 proposals. 3 proposals were approved for tendering. The list and status of each study is in the table below:

Proposal	Proposal type	Theme	Institution	Status
1. Study on Digital Rights and Responsibilities in Lower Secondary Schools in Uganda	Study	Digitalization and gender combined	Research and Innovation Department – Ministry of education	The tender evaluation process is ongoing. Award is foreseen in Q1 of 2024
2. Exploring the role of Digital Technologies in the prevention and response to Gender-Based Violence (GBV) at the Workplace in Uganda	Study and expertise	Digitalization and gender combined	Ministry of Gender, Labor and Social Development (MGLSD)	The tender evaluation process is ongoing. Award is foreseen in Q1 of 2024
3. Regulatory Impact Assessment Study for The National ICT Policy With a Focus on Digital Transformation	Assessment	Digitalization	Ministry of ICT and NG	The tender evaluation process is ongoing. Award is foreseen in Q1 of 2024
4. The Contribution of Digitalization and Extension of Digital Infrastructure to Girl's Education in Uganda	Assessment	Digitalization	The Teacher Education Training and Development (TETD) department - MoES	This proposal was out of the scope of the Enabel Country Portfolio

5. Gender Analysis of the Water and Environment Sector Policies, Systems and Structures	Assessment and Expertise	Gender	Policy and Planning Department – MoWE	This proposal was out of the scope of the Enabel Country Portfolio
6. Proposal On Gender and Equity Assessment Study for the Land Sector	Assessment	Gender	Ministry of Lands, Housing and Urban Development	This proposal had been conducted by IGAD in the year 2020
7. Baseline Study on National Inclusive Education System in Uganda	Study	Education	Research and Innovation Department – Ministry of education	This proposal was out of the scope of the Enabel Country Portfolio

3.3.3.3 Call for proposals on the themes of Health, Environment and Climate Change

The project made a 3rd and last call on 2nd, October 2023. It was focused on the themes of health and environment. 3 proposals were approved for tendering. The list and status of each study is in the table below:

Health Proposals	Sector	Proposal type	Theme	Institution	Status
1. Proposal for support to develop an employee health management framework for the public service		Assessment and Expertise	Health	Ministry of Public Service	Tender was launched on 21 st December 2023. The tender evaluation process is ongoing. Award is foreseen in Q1 of 2024
2. Evaluate the Impact of Delivery and Neonatal Care Room Ambient Temperature and Humidity Regulation on Neonatal Outcomes.		Assessment and expertise	Health	Ministry of Health	The proposal was out of the scope of the Enabel Portfolio
3. Proposal to support a feasibility study, capacity building and development and delivery of a		Assessment and expertise	Water and Environment	Ministry of Energy Management and Development	The objectives of the proposal could be achieved by other means such as behavioral change at individual and country level but not

waste management campaign and strategy				through a campaign and development of a waste management strategy.
4. Proposal to support a feasibility study on the implementation of the Kalagala and Itanda Offset Sustainable Management Plan	Study	Water and Environment	Ministry of Water and Environment	Tender was launched on 21 st December 2023.
5. The improvement of the operations and capacity of stakeholders and the e-waste main collection center to collect, store, re-purpose and recycle e-waste.	Assessment and Expertise	Water and Environment	Ministry of ICT and National Guidance	Tender was launched on 21 st December 2023. The tender evaluation process is ongoing. Award is foreseen in Q1 of 2024
6. Proposal on a study on climate change financing	Study	Water and Environment	Ministry of Finance Planning and Economic Development	This proposal was to be revised and resubmitted on 15 th December 2023.

4 Budget monitoring

The fund budget is on track. Below is the status of expenditure by December 2023.

Row Labels	Project_budgetline_act (T)	Total Budget	Expenses up tot Dec 2023
UGA21002_A		384,200.00	21,758
UGA21002_A010101	Support Belgian interventions to implement innovative initiatives	100,000.00	21,758
UGA21002_A010201	Analyze and develop environment and climate change component to tailor future interventions	184,200.00	0
UGA21002_A010301	Conduct analytical studies to help in the preparation of the future bilateral Country Portfolio	100,000.00	0
UGA21002_Z		115,800.00	13,332
UGA21002_Z010101	Fund Co-manager (National Strategy Advisor)	18,000.00	139
UGA21002_Z010102	Financial Controller	14,400.00	0
UGA21002_Z010103	Accounts Assistant	14,400.00	0
UGA21002_Z010104	International Finance and Contracting Coordinator	18,000.00	1,203
UGA21002_Z010105	Procurement Officer	9,000.00	5,394
UGA21002_Z020101	Administrative & financial costs	20,000.00	6,134
UGA21002_Z030101	Follow-up and Evaluation	15,000.00	219
UGA21002_Z030102	Audit	7,000.00	0
UGA21002_Z999800	Migration UBW: Conversion rate adjustment REG	0.00	243
Grand Total		500,000.00	35,089

1.1 Risk/Issues management matrix

Identification of risks			Risks analysis			Risk mitigation			Follow-up of risks	
Risk description	Period of identification	Risk category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Impact - Delay in implementation of studies. Execution of studies often takes long due to delays in the procurement process, data collection by consultants, and technical review of deliverables by the technical authorities	TFF – March 2021-April 2022	Operational	Medium	High	High	Realistic planning	FMT	Permanent	The project planned three calls for proposals and they were all realised in 2023.	All proposals have been submitted except one.
						Closely monitor the consultant's progress	FMT	Permanent	The consultants who already started the studies and expertise assignments have realised some milestones. The first assignment will end in February 2024.	This is on track but with some delays due to the consultations with ministry staff.
						Work in synergies with the interventions and MDAs to ensure that studies are given priority	FMT	Permanent	All the ongoing studies have been validated and monitored by the sector technical committee which is a composition of the Enabel interventions experts and the ministry officials	This is on track and being monitored closely
Impact - The study results are not used for the intended purpose – delay in finalising the studies making the results obsolete.	TFF –April 2022	Operational	Medium	Very High	Very High	Ensure each study has a technical focal person to support the approval process	FMT	Permanent	A committee of the sector technical teams was instituted and is supporting in coordination of the studies and expertise assignments	The technical teams have participated in the validation of all three calls and continue to monitor the rest of the processes, especially procurement.
						Ensure proper planning and close monitoring	FMT	Permanent	Only two studies are ongoing and are being closely monitored by ministry officials.	
						Ensure that studies have a clear link with the priority	FMT	Permanent	The studies from all the three calls were validated by the	

Identification of risks			Risks analysis			Mitigation			Follow-up of risks	
Risk description	Period of identification	Risk category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
						needs and indicate the source of funding for further action.			SITs and the SC. It is confirmed that all of them are aligned with the NDP III and the Belgian development agency aspirations.	
General - Unpredictability of studies that will be submitted for funding - timely identification and approval of potential studies	TFF - April 2022	Operational	Medium	Medium	Medium	Use call for proposals approach to ensure that beneficiaries submit requests for funding of studies collectively - thus enabling proper planning.	FMT	Permanent	This was done as planned	Closed
General - Lack of a clear strategy to implement the concluded studies	TFF - April 2022	Effectiveness	Low	High	High	The final reports of studies should include an implementation strategy with practical action plans. The development of this strategy/action plan should be supported by the study consultants	FMT	Permanent	Not started	
						Ensuring that funding requests clearly indicate how it responds to a clear priority need and how the results will be utilized and funded	FMT	Permanent	This was done for all the calls for proposals	Closed
						Proposals should clearly indicate how the implementation of the recommendations will be funded.	FMT	Permanent	This was done for all the calls for proposals	Closed

Identification of risks			Risks analysis			Risk mitigation			Follow-up of risks	
Risk description	Period of identification	Risk category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Impact - Activities are not related to sector priorities	TFF –April 2022	Effectiveness	Medium	Very high	Very high	Clear terms of reference in the call for proposals The selection committee uses strict selection criteria	FMT	Permanent	This was done for all the calls for proposals A selection criteria was defined and approved by the SC. All the proposals that did not meet these criteria were rejected.	Closed
General - Inequitable distribution of financing and support among sectors, for e.g., due to small number of requests from a given sector either submitted or approved	TFF –April 2022	Effectiveness	Medium	Medium	Medium	Strictly review and approve proposals that are directly linked to the sector priorities Integrate provision for equitable distribution	FMT	Permanent	This was done for all the calls for proposals The three calls were thematic to cater for all the sectors. The first call was on education. The second call was on gender and ICT and the third call was on health and environment. All the calls were made to the partners of the SEF and each sector was given a chance to apply.	Closed
						Establish a system for the call of proposals/concept notes and equitably allocate resources.	FMT	Permanent	As above	Closed
						Closely monitor spending allocations and assess why some sectors may not be benefiting from the Fund	FMT	Permanent	As above	Closed

Identification of risks			Risks analysis			Risk mitigation		Follow-up of risks		
Risk description	Period of identification	Risk category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Impact - Results of studies or expertise are not sufficiently shared.	TFF –April 2022	Effectiveness	Very high	Very high	Medium	Ensure that all products of the Fund are fully disseminated	FMT	Permanent	Not started	
						Develop a communication strategy and plan in coordination with the Enabel Representation Office, the Belgian Embassy, and the MoFPED	FMT	Permanent	Not started	

5 Synergies and complementarities

5.1 With other interventions of the Portfolio

The Study and Expertise Fund is closely collaborating with the sectoral interventions, supporting strategic and technical studies in relation to the interventions' needs and those of the partner organisations. Relevant and feasible specific activities have been proposed and discussed with the Steering Committee for funding from the Study and Expertise Fund, considering that the proposed activities are consistent with sector priorities and that optimal complementarity will be achieved by the close of the fund.

5.2 With third-party assignments

The collaboration with the Embassy of Belgium and the Ministry of Finance, Planning and Economics Development (MoFPED), has been maintained. Even though partnerships with other development partners has not been possible, partly due to the size of the fund (only 500,000 Euros), co-implementation of the recommendations is foreseen and should be encouraged.

The intervention is complementary to the contributions of Team Belgium (i.e, BNGAs etc.) and Team Europe initiatives. This will be through sharing the results obtained from the studies conducted.

6 Transversal themes

6.1 Environment and climate change

The Fund made a specific call for proposals in the area of environment and climate change. A proposal on the improvement of the operations and capacity of stakeholders and the e-waste main collection center to collect, store, re-purpose, and recycle e-waste in the Ministry of ICT and NG will be funded. This will reduce the damage caused by E-Waste to the environment. Another proposal was on feasibility study on the implementation of the Kalagala and Itanda Offset Sustainable Management Plan. This will be done to provide the government with the necessary technical, economic, financial, legal, and environmental analysis, budget checks, and political information on the proposed Kalagala and Itanda Falls Conservation and Protection Project for evidence-based decision-making on the waste being done on River Nile.

6.2 Gender

A specific call for proposals in this area was made in 2023. Two proposals on gender and inclusion in ICT for development were approved:

1. A study on Digital Rights and Responsibilities in Lower Secondary Schools in Uganda.
2. A study to explore the role of Digital Technologies in the prevention and response to Gender-Based Violence (GBV) at the Workplace in Uganda.

6.3 Digitisation

A specific call for proposals in this area was made in 2023. A study will be done to assess the impact of the reforms being undertaken by the Government of Uganda to use ICT in transforming Uganda's digital ecosystem. The following studies will be undertaken:

1. Study on Digital Rights and Responsibilities in Lower Secondary Schools in Uganda
2. Exploring the role of Digital Technologies in the prevention and response to Gender-Based Violence (GBV) at the Workplace in Uganda
3. Regulatory Impact Assessment in Uganda
4. The improvement of the operations and capacity of stakeholders and the e-waste main collection center to collect, store, re-purpose, and recycle e-waste.

6.4 Decent work

Under this theme, the Fund is supporting a study and expertise assignment on developing an employee health management framework for public servants. The aim of this study will be to:

1. Improve the overall health and well-being of government employees.
2. Enhance job satisfaction and motivation.
3. Increase employee retention and attract top talent.
4. Strengthen the quality of public service delivery.

7 Lessons learned

7.1 The successes

The Fund started on time. There was a steering committee meeting to flag it off and it was conducted within the start-up requirements. The project start-up documents were completed and validated by the members of the steering committee on the 28th of October 2022. Bank accounts were opened and all the staff responsible for the SEF implementation have been identified.

The Fund also managed to conduct all the planned three calls for proposals. One study was in advanced state by the close of the year 2023 and another was at the inception phase.

7.2 The Challenges

Keen attention is being paid to the delays in the procurement processes and effective follow up of the ongoing procurements and study assignments.

7.3 Strategic learning questions

This Study and Expertise Fund is building on the previous experiences of the Study and Consultancy Fund (SCF). Below are some of the questions Enabel wants to learn upon?

1. Are the policy-related interventions of the SEF and technical studies linked to the on-going Enabel interventions? Are they going to be more effective and have more impact than the technical or operational studies not linked to these interventions?
2. Will the studies and mobilised expertise address sector-wide needs and challenges?
3. Does Enabel have to consider political will a critical factor in implementing recommendations which have sector-wide implications and which are politically sensitive? Proposals that were likely to have political ramifications were carefully studied to minimise the risk of implementation failure due to a lack of approval by critical organs such as the Cabinet or the Parliament.

7.4 Summary of lessons learned

From the suggestions made by the members of the steering committee during the various meetings, and the assumptions in the TFF, the fund management team drew the lessons summarised in the table below:

Lessons learned	Target audience
The interest and willingness of the partner institutions to formulate a clear strategy to implement the concluded studies will make it easy for the relevant sectors to integrate the results of the studies into the operations of the institutions.	Enabel/MoFPED/ Partner institutions
Policy-related interventions of the SEF and technical studies linked to the ongoing Enabel interventions are more effective and impactful than technical/operational studies not linked to these interventions. The SC recommended having one fund activity related to the mobilisation of expertise and implementation of studies that are related to the Enabel future Portfolio	Enabel/MoFPED/ Partner institutions

8 Steering

A number of steering committee meetings were conducted to decide on the operations of the project. In the meetings, a number of decisions were made ranging from approving the fund plans, the fund financial and contractual plans, and validating the studies. For the meetings, an action log that is monitored by the fund management team was developed. In section 9.1, the decisions of the members of the Steering Committee have been established.

8.1 Decisions taken by the Steering and monitoring committee

Decisions taken				Action		Follow-up	
Decisions taken	Period identification	Source:	Action(s)	Resp.	Time limit	Progress	Status
1. Add a responsibility for the Sector Technical Team to participate in the evaluation of bids submitted by the consultants for studies and expertise.	28 th October 2022	JLCB	A letter was sent to the Ministry of Finance, Planning, and Economic Development to request for the nomination of the sector technical teams.	Fund Management and Team	28 th October 2022	The ministry has already drafted a letter and will be sent out soon	Closed
2. Review the financial plan and further reduce the budget for general means.	28 th October 2022	JLCB	The implementing team decided that salaries be booked on the SEF account through time sheets.	Finance and Administration Expert	December 2022	In the year 2023, salaries will be booked on time sheets.	Closed
3. Include Enabel – The Belgian development agency as a direct beneficiary of the Study and Expertise Fund	28 th October 2022	JLCB	Enabel to be added as a beneficiary to the fund	The Steering Committee Members	28 th October 2022	This was done	Closed
4. Include the Embassy of the Kingdom of Belgium as a direct beneficiary of the Study and Expertise Fund	28 th October 2022	JLCB	The Embassy of the Kingdom of Belgium to be added as a beneficiary to the fund	The Steering Committee Members	28 th October 2022	This was done	Closed
5. Other actors within team Europe can make requests through Enabel or the Embassy	28 th October 2022	JLCB	The fund will be flexible in accepting requests coming through the Embassy or Enabel to benefit from the funding	The Steering Committee Members	28 th October 2022	This will be done as and when there is a request	Closed
6. Enabel will engage sector experts but also the Sector Technical Team will be responsible for performing the necessary quality checks.	28 th October 2022	JLCB	Enabel sector technical teams will be participating in the validation of proposals and the work of the consultants during the assessment periods.	Fund Management Team	28 th October 2022	This was done	Closed
7. Include the thematic areas of green cities among the current/ongoing interventions.	28 th October 2022	JLCB	Include the two themes for the SC chair to sign off	Fund Management Team	28 th October 2022	The thematic areas of descent jobs and green cities have been included in the Enabel thematic priorities	Closed

Decisions taken			Action			Follow-up	
Decisions taken	Period of identification	Source:	Action(s)	Resp.	Time limit	Progress	Status
8. Broaden the checklist to include thematic areas that are not mentioned in the current priority sectors of the Belgian-Ugandan Cooperation in Uganda	28 th October 2022	JLCB	Expand the checklist in the assessment sheet to include the suggested thematic areas	Fund Management Team	By January 2022	The first call included all the suggested transversal themes	Closed
9. Identify the representatives of the Ministries in the technical team	28 th October 2022	JLCB	Get a list of the technical teams in place	Fund Management Team and Ministry of Finance	By Jan 2022	One ministry – MoWE, is yet to formalise the selection of the sector technical teams. We have the names of the staff but not the letters backing their selection.	Ongoing
10. Include Benjamin Odongo, from the Ministry of Finance, Planning and Economic Development on the list of the STI members.	15 th April 2023	JLCB	Write a formal letter inviting Benjamin Odongo to participate in the activities to be performed by the Sector Technical Committee.	Fund management team	13 th April 2023	This was done	Closed
11. Notify the ministries whose proposals were approved about the points of improvement.	15 th April 2023	JLCB	Send by email notifications of the decisions made by the SC members	Fund management team	14 th April 2023	This was done	Closed
12. Send the ICT proposal on RIA to the next call automatically	15 th April 2023	JLCB	Notify the MoICT and NG on the decision made by the SC	Fund management team	18 th April 2023	This was done	Closed
13. Ministry ICT to collaborate with office of the president to get clearance to undertake a RIA.	15 th April 2023	JLCB	The ministry to work with the office of the president on revising the proposal to reflect the alignment between the fund and GoU development objectives	ICT contact person	May 2023	This was done	Closed
14. Give formal feedback to all the beneficiaries including those that will not be supported as per the reasons specified by the steering committee members.	15 th April 2023	JLCB	Send by email notifications of the decisions made by the SC members to all non-successful proposals	Fund management team	17 th April 2023	This was done	Closed

Decisions taken				Action		Follow-up	
Decisions taken	Period identification	Source:	Action(s)	Resp.	Time limit	Progress	Status
15. For each proposal, consult the Enabel National Strategy Advisor on how realistic the amounts are so that the studies are funded appropriately.	15 th April 2023	JLCB	Present all the proposals with the amounts involved to check for feasibility of the assignments within the scope of the study.	Fund management team	17 th April 2023	This was done	Closed
16. Circulate by email the proposal from Ministry of Public Service to the members of the steering committee for review and approval before launching the study	15 th April 2023	JLCB	Get feedback from the members of the SC on the quality of the MoPS submitted proposal	Fund management team	19 th April 2023	This was done	Closed
17. Share relevant documents with the acting Chair for more information on the regulations of the steering committee and the letter of understanding.	27 th , July 2023	JLCB	Put a pack of all the documents together and share with MoFPED	Fund management team	10 th August 2023	This was done	Closed
18. Give formal feedback to all the beneficiaries including those that will not be supported as per the reasons specified by the steering committee members.	27 th , July 2023	JLCB	Send emails to the ministries whose proposal were not successful	Fund management team	10 th August 2023	This was done	Closed
19. For all the approve proposals, review the budget, objectives and scope before launching tenders.	27 th , July 2023	JLCB	Review and res=ise all the proposals before they are submitted for tendering	Fund management team	10 th August 2023	This was done	Closed
20. Include all the proposed SEFs under the Ministry of Finance, Planning and Economic Development in all the meetings involving the Sector Technical Teams.	27 th , July 2023	JLCB	Invite for validation meetings, the staff of MoFPED	Fund management team	Ongoing	This was done	Closed
21. Share the detailed minutes of the sector technical committee before the steering committee meeting.	27 th , July 2023	JLCB	Share by email all the reports of the STT for proposal validation	Fund management team	Before the set date of the SC meeting		Closed
22. Validate the revised proposal and budget from Ministry of ICT and	21 st , November 2023	JLCB	Validate and give feedback to the SC on the quality of the proposal.	Fund management team	Before the set date of the SC meeting	Done	Closed

Decisions taken			Action			Follow-up	
Decisions taken	Period Identification	Source:	Action(s)	Resp.	Time limit	Progress	Status
NG on Regulatory Impact Assessment in Uganda							
23. Have a meeting with the MoI team to understand the possibility of conducting a RIA with a consultant	21st, 2023	LCB	Find out the possibility of conducting a RIA with non-team ministry staff	Fund management	30 th November 2023	The design of a RIA is up to a given ministry. It normally is done by an independent consultants to avoid bias and dependability on internal and subjective opinions.	Closed
24. Review further the RIA processes and see if they fit in the timeframe and activities of the Study and Expertise Fund	21st, 2023	LCB	Work with the team to ensure that the RIA is launched in the first quarter of the year in order to management time	Fund management	30 th November 2023	This is done	Closed
25. Hold a meeting with the staff of the Ministry of Gender to discuss the specifications of the tender to Assess the binding constraints to labor productivity in the education sector and revise the elements that may not be clear to the public	21st, 2023	LCB	Revise the specifications of the study on labour productivity in order to attract the right consultants in the market	Fund management	30 th November 2023	This is done	Closed
26. Give formal feedback to all the beneficiaries including those that will not be supported as per the reasons specified by the steering committee members.	21st, 2023	LCB	Send emails to the ministries whose proposal were not successful	Fund management	27 th November 2023	This is done	Closed
27. For all the approved proposals, review the budget, objectives and scope before launching tenders.	21st, 2023	LCB	Send emails to the ministries whose proposal needed to be improved in the areas mentioned.	Fund management	27 th November 2023	This is done	Closed
28. Discuss the options of launching the tender on assessing the binding constraints to labor productivity in the education	21st, 2023	LCB	Agree on a procurement modality that attracts the suppliers of services in the field of study	Fund management and procurement team	27 th November 2023	This is done	Closed

Decisions taken				Action			Follow-up	
Decisions taken	Period identification	Source:	Action(s)	Resp.	Time limit	Progress	Status	
sector in a way that will attract the potential bidders.								
29. Review the needs of the Climate Finance unit in MoFPED and advise them to submit a relevant proposal on a different topic of support by within the budget available of 59,000 Euros (50,000 Euros being a saving on general means and 9,000 being the funds not allocated to any study yet)	21st, November 2023	JLCB	Support the Climate Finance Unit to submit a proposal that responds to the critical needs of climate change	Climate Finance Unit of Ministry of Finance, Planning and Economic Development	15 th December 2023	This is done	Closed	
30. Review for approval the proposal submitted by the Ministry of Finance, Planning and Economic Development by exchange of letters	21st, November 2023	JLCB	Draft a letter of exchange for the approval of the climate finance proposal	Chair and Co-Chair	15 th December 2023	The proposal is still being reviewed by the MoFPED Team	Ongoing	
31. Prepare a budget modification moving 50,000 euros from the budget line on General Means to the one on Study and Expertise, if possible – by an exchange of letter between the Steering Committee members.	21st, November 2023	JLCB	Provide information for the modification of the SEF budget	Finance Team	15 th December 2023	The modification will be submitted in the steering committee meeting of 22 nd February 2024	Not started	

8.2 Considered strategic reorientations

Right from the start of the fund, the following strategic re-orientations applied to the intervention:

1. The Study and Expertise Fund is aligned to the priorities of the Government of Uganda. It will contribute to the achievement of the objectives of the NDP III through the supported studies in the priority sectors and themes.
2. The fund is an independent intervention that complements other interventions: The Study and Expertise Fund is separate from other interventions but the explicit intention is to be complementary in the sense of an added value to the other interventions.
3. The fund applies efficient and flexible operational procedures; the existing operational tools and modalities will be used in its operations

8.3 Recommendations

Recommendations	Actor	Deadline
1. Envisaged studies and expertise that will be flexibly implemented so as to be able to adapt to the changing environment and needs of the Country Portfolio. The fund should rapidly respond to information and expertise needs in the wider framework of the Belgian-Ugandan development priorities set out in the Country Portfolio.	FMT and partner institutions	Permanent
2. The Study and Expertise Fund should be aligned to the priorities of the Government of Uganda and contribute to the achievement of the objectives of the NDP III through the supported studies in the priority sectors and themes.	FMT and partner institutions	Permanent
3. In order to ensure coherence of actions and to avoid duplication of activities implemented across a given sector or theme or issue, requests should be submitted on the basis of prior verification with relevant national stakeholders and other development partners.	FMT and partner institutions	Permanent

9 Annexes

9.1 Quality criteria

1. RELEVANCE: The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, country needs, global priorities and partners' and donors' policies. (DAC-OECD)				
Interpretation of the DAC definition:				
Relevance relates to the question of needs of the intervention. It analyses the intervention from the point of view of the issues and needs of the beneficiaries, and of their priorities. It furthermore examines whether the intervention is coherent with the partner and donor country policies.				
As such, relevance evaluates the value and usefulness of the intervention as perceived by the key stakeholders, the extent to which the 'answer' of the intervention is technically suitable to fulfil the needs and priorities, and the extent to which the intervention is an answer to a genuine need of the partner country or rather or instead an adaptation to the donor's preferences. For innovative interventions, which allow for established interests and existing practices to be challenged, relevance pertains also to understanding the extent to which they are embedded in the genuine priorities and interests and will offer a potential of replication or possibilities to influence policies, i.e. the extent to which the two-tier approach is relevant.				
RELEVANCE:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS

1.1. Meets the issues, needs and priorities of the beneficiaries	A	B	C	D
Is the intervention aligned with the issues, needs and priorities of the beneficiaries? Does the strategy of the intervention appropriately address the needs and reality/living conditions of the beneficiaries? If the intervention is an experimental one, is it part of the needs of the beneficiaries and really in their interests and among their priorities?				
1.2. Consistent with the partner's priorities and policies	A	B	C	D
Is the intervention aligned with the development priorities and policies of the partner country at all levels (national and local), including the transversal themes? Is it consistent with an approach fostering complementarity with the other relevant actors working on the same topic? If the intervention is an experimental one, are its results likely to be relevant for influencing the policies and for adapting the existing system, and are they likely to be replicated?				
1.3. Consistency with the donor's priorities and policies	A	B	C	D
Is the intervention aligned with the relevant policies of Belgium?				

2. COHERENCE: How well does the intervention fit?				
The compatibility of the intervention with other interventions in a country, sector or institution (OECD-DAC)				
Interpretation of the DAC definition:				
Coherence concerns the extent to which the intervention is compatible with other interventions in a country, sector or institution and how they support or undermine the intervention. Internal coherence addresses the synergies and interlinkages between the interventions carried out by Enabel, under the framework of bilateral cooperation or third-party assignments. External coherence considers the consistency with other (Belgian or international) actors in the same context, particularly regarding complementarity and coordination while avoiding duplication of efforts.				
COHERENCE: global evaluation	A	B	C	D

SUBCRITERIA OF ANALYSIS

2.1 Coherence with other Enabel interventions	A	B	C	D
Is the intervention aligned with other Enabel interventions in the sector and/or country? Which are possible synergies and interlinkages between Enabel interventions?				
2.2 Coherence with interventions/policies of other Belgian actors	A	B	C	D
Is the intervention consistent with the interventions/strategies of other Belgian actors?				
2.3 Coherence with other TFPs	A	B	C	D
Is the intervention harmonised with the interventions and/or strategies of other development cooperation actors? Is the risk of duplication of efforts by interventions minimised?				

3. EFFICIENCY: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to – qualitative or quantitative – results. It is an economic concept used to indicate to what extent an aid activity uses the cheapest resources possible for producing the desired results. This usually implies the comparison of different approaches used to achieve the same results, so as to determine whether the most efficient process was used.				
Interpretation of the DAC definition: Efficiency primarily pertains to the transformation efficiency of the intervention: How are ‘inputs’ transformed into ‘outputs’ (delivery of goods and services)? The efficiency compares this ratio to alternative scenarios: Considering the output to be produced, were there alternative approaches that would have required fewer resources without diminishing the quality and quantity of the results? Would an alternative approach have allowed for more results to be produced with the same resources? Efficiency also pertains to the implementation of activities within the deadlines set: (Were the inputs delivered on time?) Have the activities been implemented as planned (on time) and have the outputs, consequently, been delivered on time? Efficiency also pertains to the delivery and the quality of the products and services, as well as to the contribution/involvement of the partner.				
EFFICIENCY: global evaluation	A	B	C	D

SUBCRITERIA OF ANALYSIS

3.1 Have the inputs been managed taking efficiency reasonably into account?	A	B	C	D
Considering the output to be produced, were there alternative approaches that would have required fewer resources without diminishing the quality and quantity of the results? Is the intervention managed in an economic and rational manner, whilst optimising the quality and quantity of the outputs? Is the input-output ratio good?				
3.2 To what extent are the outputs achieved?	A	B	C	D
Are all outputs delivered or likely to be delivered by the deadline set (and will they consequently allow for timely implementation of the activities)? In case of delays, are appropriate measures taken? On time? Are all outputs of good quality?(Do they, to the extent possible, meet the predefined quality criteria?) If problems have occurred with quality or the monitoring of quality, have corrective measures been taken?				
3.3 To what extent is the partner's contribution correct?	A	B	C	D
Does the (financial/material/HR) contribution of the partner correspond with previsions?				
3.4 Efficiency of execution modalities?	A	B	C	D
Do the execution modalities encourage an efficient use of resources available to the intervention? Have the execution modalities been elaborated so as to foster a ration economic transformation of inputs in outputs?				

4. EFFECTIVENESS TO DATE: The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.				
Interpretation of the DAC definition: Effectiveness pertains to the use of the outputs and to the likely realisation of the outcome of the intervention. The use of the outputs is the missing link between the delivery of products and services (outputs) and the outcome. It examines not just the realisation of the outcome, but also the relevance of the outputs: Are these (products and services) used as planned? Do they also contribute to the realisation of the outcome as stipulated in the intervention strategy? (Does the latter supply the desired outputs?) ? An evaluation of these various aspects provides a more complete image of the effectiveness of the interventions.				
EFFECTIVENESS: global evaluation	A	B	C	D

SUBCRITERIA OF ANALYSIS

4.1 To what extent are the outputs used and do they contribute to the outcome?	A	B	C	D
Do all target groups have access to the available outputs to date? Do all target groups use the outputs as planned? Are there any factors that hinder the use of the outputs? Does the use of the available outputs contribute to the outcome as planned?				
4.2 At the current stage of implementation, how likely is the outcome to be realised?	A	B	C	D
Realisation in terms of coverage and quality? Has the intervention adapted its strategy in function of the changes in the context (hypotheses and risks) each time it appeared needed for realising the outcome? Are negative effects mitigated? Are there any unexpected positive effects? Have these positive effects contributed to the results of the intervention?				

5. IMPACT: Positive and negative, primary and secondary effects produced by a development intervention either directly or indirectly, or intentionally or unintentionally. (DAC/OECD)

Interpretation of the DAC definition:

The concept of impact is interpreted differently. A *review* evaluates the likely contribution to the impact level of the intervention (the general objective of the logical framework). The result at the impact level is – unless in exceptional cases – one of the results of the strategic framework of the partner government. Thus defined, impact focuses on the question whether the intervention contributes to the strategic result which the partner government aims to achieve. It also analyses the relation between the outcome and impact levels of the results framework. This is a first interpretation of the ‘impact’ criterion.

A *review* must also take account of a second interpretation of the concept, namely the whole set of effects generated by the intervention on the longer run. Such effects may be expected or unexpected, and affect individuals, organisations, businesses and the physical environment outside the initially targeted group of persons or organisations. The difference with the effectiveness criterion lies in the fact that impact exceeds the ‘narrow’ concern of realising the results of the results framework and that it also examines whether and how the intervention affects – positively or negatively – the situation of the target group and other stakeholders.

As such, the impact criterion addresses the question ‘Was the intervention worthwhile?’ by examining its contribution to the best result at the impact level, as well as its important consequences, both negative and positive, even if they are not directly linked to the ‘impact level’ of the results framework.

IMPACT: global evaluation	A	B	C	D

SUBCRITERIA OF ANALYSIS

5.1 What are the direct perspectives of the intervention at the impact level?	A	B	C	D
What changes at the impact level are visible or are likely to become visible? To what extent can the changes at the impact level be identified and measured, and attributed to the intervention? What are, from the viewpoint of perception, the effects of the intervention according to the perception of the beneficiaries? Will the intervention contribute to the partner country’s objectives such as mentioned in the results at the impact level? Are any outside factors likely to compromise the contribution to the partner results?				
5.2 Does the intervention have or will it have any unexpected positive or negative effects for the targeted beneficiaries or non-targeted individuals or groups?	A	B	C	D
Have there been or will there be unexpected positive or negative (environmental, social, cultural, economic or gender-specific) effects for the targeted beneficiaries or non-targeted individuals or groups? How will these affect the results at the output – outcome and impact levels? If these effects are negative, has the intervention taken mitigating measures on time? What were the results?				

6. SUSTAINABILITY: The continuation of benefits from a development intervention after major development assistance has been completed; the probability of long-term benefits; the resilience to risk of the net benefit flows over time. (DAC/OECD)				
Interpretation of the DAC definition:				
For a review process, sustainability is the likelihood that the results and benefits from an intervention are maintained at the appropriate level and for a reasonable time after the intervention has been completed. For reviews, the potential of sustainability is evaluated and hence the likelihood that the impact will last.				
The potential of sustainability is intervention-specific. As such, sustainability of the results will be on another basis for post-crisis development interventions and for interventions in a 3 rd phase of a long-term sector approach.				
Among the various factors pertaining to sustainability are the anchorage of the intervention in the partner country's strategic framework, ownership by the partner and its involvement in formulation and implementation, the integration of the intervention in the institutional and cultural setting, the relevance of the technologies considering the specifics of the partner country, the influence of environmental factors on the intervention and the impact of the intervention on the environment, the partner country's capacities to further guarantee the financial results, the partner institution's governance, and the relevance of the existing strategy of the intervention (non-exhaustive list). It is very important that the evaluator analyses this criterion in a broad perspective, taking into account the specifics of the intervention.				
SUSTAINABILITY:	A	B	C	D
global evaluation				

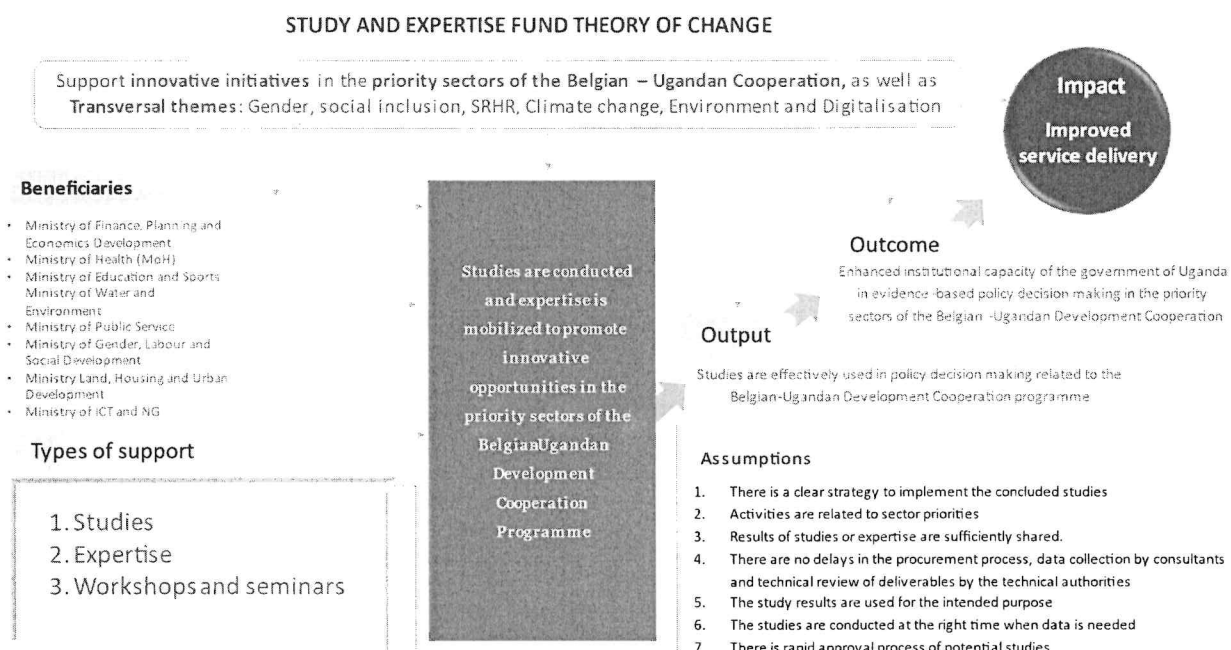
SUBCRITERIA OF ANALYSIS

○ Financial/economic viability?	A	B	C	D
Do the partners have the required financial capacity to continue benefitting from the intervention after support is stopped? Is there a progressive financial/economic exit strategy, which, if yes, is likely to be implemented?				
Are means available to the beneficiaries/partner institution to pay for the maintenance or replacement of services /goods /infrastructure put in place by the intervention? Can the beneficiaries afford the results/benefits at the end of the intervention?				
6.2 Are the local ownership requirements fulfilled and will they continue to be so after the end of the intervention?	A	B	C	D
Were the partner and local stakeholders been involved in the planning and implementation process? To what extent have the beneficiaries been involved in the decision making concerning the benefits of the intervention? Is the intervention aligned with a support approach to ownership by the partner government? How likely are the beneficiaries to continue to use the outputs and the outcomes? Have the beneficiaries already planned how to continue to ensure the flow of benefits and, if such is the case, how likely are they to make these plans work?				
6.3 To what extent do the policies sustainably support the intervention?	A	B	C	D
Have the national, sector (and possibly local) policies and the budget policies supported the intervention? Have they had a positive or negative influence on the intervention? Are these policies likely to continue supporting the intervention after its completion?				
Where relevant, what input can the intervention provide to the policy level? To what extent are the experiences and the lessons learned in the field used in the policy agenda? Have changes in policies and priorities impacted the intervention? Does the intervention succeed in adapting to these changes?				
6.4 Does governance support the potential sustainability of the benefits and outcomes?	A	B	C	D

To what extent is the intervention set in the institutional structures that are likely to subsist after the end of the intervention? Does such institutional setting contribute to the intervention's sustainability? Is the mandate of the organisation that is responsible for implementation compatible with its assigned role? Do(es) the relevant partner institution(s) display the required governance capacity, including management and efficient organisation capacity, to ensure sustainability of benefits and of the outcome? Where a new institution must be established, to what extent have good relations been established with the existing institutions? To what extent will this institution be able to continue and ensure the flow of benefits after the end of the intervention?				
6.5 To what extent are the conditions fulfilled that should allow for capacity development contributing to sustainable development?	A	B	C	D
Have the capacities been evaluated when implementation was launched? Do the partner institutions benefit from appropriate support in view of their capacity development to fulfil their duty of continuing to ensure the benefits and outcomes of the intervention after its completion? Do the other relevant stakeholders benefit from appropriate support in view of their capacity development to continue to ensure the benefits and outcomes of the intervention after its completion? Will sufficient appropriate and qualified human resources be available to continue to ensure the flow of benefits and of the outcomes when the implementation of the intervention ends? Has the intervention adopted a capacity development approach to allow beneficiaries and partner institutions to continue to ensure the benefits and results once the intervention is closed? Have these beneficiaries and partner institutions been prepared to take over the intervention on both the technical and financial and the management level?				
6.6 Social and cultural sustainability	A	B	C	D
Is the intervention aligned with the local perceptions of needs and means of producing and sharing the benefits? If the intervention aimed to induce change in the local power structures, beliefs and existing statuses, to what extent is its strategy based on an analysis of these factors, including the participation of the beneficiaries to its implementation? What is the quality of the relations between the intervention team and the local communities?				

9.2 Updated Logical framework and/or Theory of Change

This Figure below is an elaboration of the SEF theory of change.



The picture above represents the full Theory of Change of the SEF project. A brief explanation is offered below:

1. The fund has only one result area that will be achieved by conducting studies, implementing expertise programs, and having workshops and seminars. The studies will be in the areas of the Belgian – Ugandan cooperation with gender, social inclusion, capacity development, climate change, environment, and digitalisation as the transversal themes.
2. When implemented effectively, the studies, expertise, workshops, and seminars will lead to an improvement in policy decision-making and eventually improved service delivery.
3. At the output and impact level where the project has no influence and interest respectively, the below assumptions have been made:

- 1) The study results are used for the intended purpose
- 2) Activities are related to sector priorities
- 3) There is a clear strategy to implement the concluded studies
- 4) Results of studies or expertise are sufficiently shared.
- 5) There are no delays in the procurement process, data collection by consultants, and technical review of deliverables by the technical authorities
- 6) The studies are conducted at the right time when data is needed
- 7) There is a rapid approval process for potential studies

The project will ensure that the one activity in which it is in control of is well implemented and can bring about the desired changes at the output and impact levels.

9.3 Summary of MoRe Results

Results or indicators of the logical framework changed during the last 12 months?	N/A
Report of the Baseline registered in PIT?	N/A
MTR Planning (registered report)	N/A
ETR Planning (registered report)	N/A
Backstopping missions since 01/01/2012	N/A

9.4 'Budget versus Actuals (y – m)' Report

The full Budget report versus Actuals is attached.

9.5 Resources in terms of communication

No communication materials yet. At the Fund level, we will produce a flyer and a fact sheet to communicate the results and the activities of the project.