



Technical and Financial File

To the intervention:

**Study and Expertise Fund
UGA21002**

Uganda

Version June 2021

Table of Contents

Abbreviations	4
Analytical Record of the Interventions	6
Executive Summary	7
1 Situational Analysis	9
1.1 Context	9
1.2 Gender, social inclusion, SRHR, Climate change, environment and digitalisation	10
1.3 Innovations	11
1.4 Inadequate public funding	11
2 Strategic Orientations	12
2.1 Strategic axes.....	12
2.2 Action principles.....	13
2.2.1 Flexibility	13
2.2.2 Link with Research institutions and Universities	13
2.2.3 Alignment	13
2.2.4 Harmonisation / Donor coordination	13
2.3 Selection criteria	13
3 Intervention Framework	15
3.1 Specific objective and results.....	15
3.2 Planned activities	15
3.3 Synergies / complementarities.....	16
3.4 Logical Framework indicators and verification sources	16
3.5 Intervention area.....	17
3.6 Beneficiaries	17
3.7 Duration.....	17
3.8 Risk Analysis	18
4 Resources	19
4.1 Human Resources.....	19
4.1.1 Fund Management Team (FMT)	19
4.1.2 Recruited Experts	19
4.2 Financial Resources.....	20

4.3	Other Resources.....	20
4.3.1	Services.....	20
4.3.2	Logistical support.....	20
5	Implementation Modalities	21
5.1	Legal framework and administrative responsibilities.....	21
5.2	Institutional anchoring.....	21
5.3	Technical, Financial and operational Responsibility	21
5.4	Fund Management Cycle	22
5.4.1	PHASE 1: Elaborate operationalisation strategy, adequate procedures and tools and use it efficiently (start-up phase)	22
5.4.2	PHASE 2: Application for funding	23
5.4.3	PHASE 3: Implement the Studies, Expertise and Workshops/seminars in a qualitative way	24
5.4.4	PHASE 4: Fund Administrative closure.....	25
5.5	Implementation and follow-up structures	25
5.5.1	Steering Committee (SC)	25
5.5.2	Technical Team (TT).....	26
5.5.3	Fund Management Team (FMT)	27
5.5.4	Beneficiary	28
5.6	Operational Management of the intervention	28
5.6.1	Financial Management.....	28
5.6.2	Public Procurement management.....	29
5.6.3	Monitoring and reporting.....	29
5.6.4	Evaluation and audit.....	30
5.6.5	TFF Modifications	30
6	Cross-cutting Themes	31
6.1	Environment and climate change	31
6.2	Gender	31
7	Annexes.....	32
7.1	Total estimated budget and planning	32
7.2	Terms of reference for Fund Manager and Fund Co-manager	33
7.3	Flow Chart.....	35

Abbreviations

BTVET	Business, Technical, Vocational Education and training
CSO	Civil Society Organization
D4D	Digitalisation for Development
DARC	Development Assistance and Regional Cooperation
DGD	Directorate-General for Development and Humanitarian Aid
ECA	Procurement and Contracting Expert
EPRC	Economic Policy Research Center
ETR	End-Term Review
FMT	Fund Management Team
GBV	Gender-Based Violence
GoU	Government of Uganda
ICT	Information and Communication Technology
IDCP	Indicative Development Cooperation Programme
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education & Sports (Uganda)
MoFPED	Ministry of Finance, Planning and Economics Development
MoH	Ministry of Health
MoICT	Ministry of Information, Communication and Technology
MoPS	Ministry of Public Service
MoSTI	Ministry of Science, Technology and Innovation
MoWE	Ministry of Water and Environment
MTR	Mid-term Review
NDP	National Development Plan
NGO/A	Non-Governmental Organisation/Actor
SC	Steering Committee
SDG	Sustainable Development Goals
SDHR	Support to the Development of Human Resources (Enabel intervention)

SEF	Study and Expertise Fund
SRHR	Sexual and Reproductive Health and Right
SSU	Support to Skilling Uganda (Enabel intervention)
TFF	Technical & Financial File
ToR	Terms of Reference
TT	Technical Team
TTE	Teacher Training and Education Project (Enabel intervention)

Analytical Record of the Interventions

Title of the intervention	Study and Expertise Fund (SEF)
Codes of the intervention DGD	
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: July 2021(Estimation) End date: December 2023(Estimation)
Beneficiaries	<p>Beneficiaries in the priority sectors:</p> <ul style="list-style-type: none"> - Ministry of Finance, Planning and Economics Development (MoFPED) - Ministry of Health (MoH) - Ministry of Education and Sports (MoES) - Ministry of Water and Environment (MoWE) - Ministry of Public Service (MoPS) - Ministry of Gender, Labour and Social Development (MoGLSD) -Ministry Land, Housing and Urban Development (MoLHUD) <p>Others include:</p> <ul style="list-style-type: none"> - Ministry of Science, Technology and Innovation (MoSTI) - Ministry of Information, Communication and Technology (MoICT) <p>Indirect beneficiary</p> <ul style="list-style-type: none"> - Private Sector actors, CSO, etc.
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

Executive Summary

The Study and Consultancy Fund (SCF) was created in 2002 with the main purpose to improve and accelerate the implementation of the Belgian-Ugandan Development Cooperation, as well as to promote evidence-based policy inputs and programming. The Study and Consultancy Fund has been under implementation for 18 years, until August 2020 when it was closed.

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 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 proposed **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) and intends to maintain the positive aspects of being a flexible instrument, able to meet the urgent information and expertise needs, while narrowing down the scope to direct support to the Belgian Cooperation in specific thematic areas.

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 will be for a duration of **30 months**. With a budget of **500,000 euro**.

This intervention will support 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 preparation of the future 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, to feed the decisions to be taken in relation to strategic choices for the new portfolio.

The general objective of the intervention is: Improved service delivery of Ugandan Institutes and organizations.

The specific objective of the intervention is: Enhanced institutional capacity of the government of Uganda in evidence-based policy decision making in the priority sectors of the Belgian-Ugandan Development Cooperation.

The result area: Studies are conducted and expertise is mobilised to promote innovative opportunities in priority sectors of the Belgian-Ugandan Development Cooperation Programme.

The intervention team will consist of a Fund Manager (DARC, MoFPED) and a Fund Co-Manager (National Strategy Advisor, Enabel) on a part-time basis. The intervention will also make 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.

The Intervention will be anchored in the Ministry of Finance, Planning and Economic Development (MoFPED), within the Department of Development Assistance and Regional Cooperation (DARC). The MoFPED's role is to ensure the overall steering of the Intervention, while the role of Enabel will be to directly manage the intervention.

1 Situational Analysis

1.1 Context

The Ugandan Vision 2040 aims to transform the country from a predominantly peasant and low-income country into a competitive, upper middle-income country by 2032. This long-term vision is translated into 5-annual national development plans (NDP). Following its first NDP I (2009-2015) and the second NDP II (2015-2020), the third NDP III (NDPIII 2020/21-2024/25) is currently in implementation. The Study and Consultancy Fund contributed to the above vision through the evaluation of achieving the NDP I objectives and providing evidence-based information for the preparation of the NDP II, in the areas of gender and environment.

The NDP III spells out the national development objectives and priorities for economic growth and national development. It also provides a comprehensive national development framework against which Ministries, Departments and Agencies (MDAs), development partners, NGOs, CSOs and the Private Sector can complement the government of Uganda. In view of alignment, the Study and Expertise Fund (SEF) intervention should be linked and contribute towards achieving the objectives and priorities of the NDP III.

In 2015, Uganda committed to domesticate, promote and achieve the Sustainable Development Goals (SDGs) of the 2030 Global Development Agenda. The SDGs define and prioritise international development actions which mandate partner states, such as Uganda, to integrate in their national development plans and budgets. The NDP III recognises the importance of the SDGs and identifies industry, governance and environment as accelerators for the attainment of these SDGs. The Government of Uganda prioritises zero poverty, zero hunger, good health and wellbeing, quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry, innovation and infrastructure, climate action and peace, justice and strong institutions. Therefore, the SEF should be geared towards complementing the government of Uganda's efforts in achieving these SDGs.

The previous Study and Consultancy Fund support contributed to the Health Sector Strategic Investment Plan III; the Education Sector Strategic Plan (2007-2015); and the Water and Environment Sector Development Plan (2015/16-2019/20). In the education sector, the Fund contributed to development of the BTVET Strategic Plan (Skilling Uganda) which was launched in 2012. In addition, the Fund contributed to costing studies for the Health Sector Strategic Plan, the development of the Health Sector Basket Fund framework and regulatory impact assessment of the National Health Policy. The Fund also supported the assessment of the integration of environment and gender into the NDP II, and the formulation of the climate change policy.

Therefore, the SEF should continue to complement the bilateral Development Cooperation Programme focusing on the two priority sectors (Education and Health) and transversal themes (gender and gender-based violence, environment, climate change, social inclusion, digitalisation).

In consideration of the previous contribution of the Fund to the preparation and implementation of the bilateral Development Cooperation Programme in Uganda, the new SEF should support studies and mobilise expertise to promote innovation opportunities in the priority sectors and transversal themes of the Belgian-Ugandan Development Cooperation Programme.

1.2 Gender, social inclusion, SRHR, Climate change, environment and digitalisation

Gender, SRHR and social inclusion

Gender inequality remains a major challenge for Uganda. Women's potential to contribute to economic advances, social progress and environmental protection have been marginalised for a long time. Studies have shown that better use of the world's female population could lead to increased economic growth, poverty reduction, enhanced societal well-being, and help ensure sustainable development.

In Uganda, limited access to education, decent employment, credit facilities, land etc. for women are some of the major current challenges causing gender inequalities. On another note, during the COVID-19 pandemic, gender-based violence rose drastically. In six months, between March and September 2020, 16,242 cases of GBV were registered with majority (86%) being women and girls (Economic Policy Research Centre 2020). This led to high cases of child marriages, teenage and unwanted pregnancies and worsened by limited information on Sexual and Reproductive Health (SRH).

The Study and Expertise Fund should define solutions to better mainstream and address gender concerns, SRHR and social inclusion in the ongoing and future Country Portfolio in order to promote gender equality, women's empowerment and social protection in the Belgian-Ugandan Development Programme.

Environment and climate change

As it is for the rest of the world, environmental issues are equally important for Uganda because they determine the level of prosperity now and for the future generations. Over-exploitation of the Ugandan natural resources are increasingly leading to environmental degradation and contributing to reduced ecosystem services and disasters. Environmental degradation has contributed to emerging challenges like food security and climate change, among others.

Uganda has been experiencing climate change in form of prolonged dry periods, high temperatures, flooding in some areas in North-Eastern parts of Uganda and Western, landslides along Mt. Elgon and unpredictable rainfall patterns that have led to challenges in planning among farmers especially seasons for planting and reduced yields from harvest.

As the Belgian-Ugandan Development Programme strives to contribute to the green economic development, in the next years, ability to contribute to the improvement of the state of the environment and secure environmental sustainability will remain key.

The SEF should provide evidence-based information to enable the Belgian-Ugandan Development Programme to contribute to adaptation and mitigation mechanisms for climate change, restoration and sustainable use of natural resources and thus sustainable development.

Digitalization

Digital technologies and connectivity have provided important solutions to ensure the continuity of education and to strengthen health systems. This digital transformation for increased resilience however has not been self-evident everywhere, with the digital divide only becoming more apparent.

The COVID-19 crisis on the other hand, have had a great impact on the operations of the public sector and its service delivery to citizens. For instance, in the education sector while online learning has sometimes taken place through recorded lectures and online platforms, some institutions of learning have postponed learning and teaching until further notice, due to the lack of information and communication technology (ICT) infrastructure and human capacities for both students and teachers. Questions also remain on how to harmonize semesters and academic calendars, as some programmes have been successfully implemented online, while others could not.

The SEF should support the priority sectors in developing innovative initiatives aimed at building capacity in Digitalisation for Development.

1.3 Innovations

The sectoral interventions in the Bridging Programme have proposed various innovations that they would like to explore and implement on a pilot basis. These innovative ideas need to be explored further with the support of the SEF, experimented by the interventions before rolling them out by the national partners. Through the experiences of the previous Study and Consultancy Fund, studies should be conducted and expertise provided in new opportunities/innovations that support the implementation of the Country Programme.

1.4 Inadequate public funding

The government of Uganda has allocated insufficient funds within the sector/programme budgets to conduct studies. Most of the sectors have priorities which remains hugely unfunded including the health and education sectors. Therefore, the Study and Expertise Fund should support the government and the sectoral interventions. The Study and Expertise Fund can provide a flexible source of funding for priority sectors to conduct strategic studies and mobilize expertise.

In addition, some studies generate recommendations which require further interventions in order to achieve the ultimate objectives of the study. Some of these recommendations are beyond the mandate, financial and technical capacity of the targeted sectors and can therefore not be implemented. *The Study and Expertise Fund should carefully examine each request and ensure that there is a clear strategy for utilization of the study product and where possible support the implementation of the recommendations.*

2 Strategic Orientations

2.1 Strategic axes

This intervention is a new Study and Expertise Fund building on the previous experiences of the Study and Consultancy Fund (SCF). Below are some of the lessons learned from the previous experiences:

- Policy-related interventions of the SCF and technical studies linked to the on-going Enabel interventions are more effective and impactful than technical or operational studies not linked to these interventions. Policies have a greater chance of attracting funding and being implemented compared to interventions with no strategic and long-term objectives. Operational studies linked to Enabel interventions are more relevant as they are easily implemented due to available funds and human resources to follow-through the proposed recommendations.
- Extending support to studies which are addressing sector-wide needs and challenges is a solid foundation and catalyst for impacting sectors and addressing such challenges in a sustainable manner.
- Political will is a critical factor in implementing recommendations which have sector-wide implications and which are politically sensitive. Any study proposal which is likely to have political ramifications should be carefully studied before its approval to minimise the risk of implementation failure due to a lack of approval by critical organs such as the Cabinet or the Parliament.
- The SCF provides opportunities for country policy ownership and to build institutional capacity under the condition that there is an active involvement of government officials during the implementation.

The intervention is aligned to the Belgian-Ugandan Development Cooperation Programme focusing on its priority sectors and thematic areas.

The SEF allows, through studies and expertise, to explore new avenues of development support while the Bridging Programme is being implemented to better adjust the Country Programme to achieve its development objectives, indicated in the sectoral interventions. The studies, the provision of expertise and the facilitation of workshops and conferences will also support the preparation of the future Country Portfolio in the areas of social inclusion, digitalisation, environment, climate change, gender and GBV among others.

The SEF will make it possible to deepen the knowledge around themes related to future Country Portfolio's themes, in order to guide or reorient the implementation of future interventions and also equip Enabel and partners with the tools needed to mobilize additional funds for financing complementary initiatives that cannot be covered by the Bilateral Portfolio.

The intervention is aligned to the strategic orientations of “Enabel’s Training, Study & Expertise Programmes Strategic Orientations” documents (July 2017, June 2020). The principles below will be applied during the implementation of the intervention following the strategic guidelines:

1. An independent intervention that complements other interventions: The Study and Expertise Fund will be separate from other interventions but the explicit intention is to be complementary in the sense of an added value to the other interventions;
2. Apply efficient and flexible operational procedures;
3. Foresee studies, research & expertise in support of the stakeholders of the bilateral cooperation programme.

2.2 Action principles

The following principles will apply to the intervention:

2.2.1 Flexibility

The studies and expertise envisaged will be flexibly implemented so as to be able to adapt to the changing environment and needs of the Country Programme/Portfolio. It will be a flexible and useful tool to rapidly respond to information and expertise needs in the wider framework of the Belgian-Ugandan development priorities set out in the IDCP III and the future Country Portfolio.

Its flexibility relates to the type of the support, the duration of the support, the location of activities, and the beneficiary organizations. The current design allows rapid mobilisation of resources for studies and expertise. Specific needs that may not have been identified at the moment of the formulation of the sector interventions, or that fall outside the scope of sectoral interventions, can be covered through the Fund.

2.2.2 Link with Research institutions and Universities

Collaboration of the SEF with Belgian public research institutions and in-country governmental research institutions such as the Economic Policy Research Centre (EPRC), School of Public Health at Makerere University etc will be strengthened to enhance learning, knowledge sharing and to ensure the quality of studies conducted.

2.2.3 Alignment

The Study and Expertise Fund will be aligned to the priorities of the government of Uganda as defined in the Belgian-Ugandan Development Cooperation Programme. It will contribute to the achievement of the objectives of the NDP III through the supported studies in the priority sectors and themes.

2.2.4 Harmonisation / Donor coordination

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.

Where possible, collaboration and partnerships with other development partners will be sought in terms of technical support or co-financing of studies or expertise.

2.3 Selection criteria

The proposed activities have been identified¹ based on the past experiences, the needs of the ongoing programme and anticipated future needs of the Country Portfolio.

The intervention will target the priority sectors of the Ugandan-Belgian Development Cooperation in Uganda, Health and Education and the transversal themes (gender and GBV, climate change, environment, social inclusion and digitalisation).

It will support the development of new innovations/ideas which could be taken into account in the Bridging Programme and the next Country Portfolio.

¹ in consultations with the Embassy of the Kingdom of Belgium, the MoFPED and the Enabel Representation Office

Studies will be conducted to act as leverage to become more active in the environment and climate change sector and also be able to access extra funding from the third-party donors. Lastly, the actual choices of the expertise and the studies to be conducted will be determined on a demand-driven basis.

3 Intervention Framework

3.1 Specific objective and results

The specific objective of the intervention is: Enhanced institutional capacity of the government of Uganda in evidence-based policy decision making in the priority sectors of the Belgian-Ugandan Development Cooperation.

The result area: Studies are conducted and expertise is mobilised to promote innovative opportunities in priority sectors of the Belgian-Ugandan Development Cooperation Programme.

The SEF should be complementary to the current programme and the future Country Portfolio with special attention to the cross-cutting themes of gender and gender-based violence, environment, climate change, social inclusion, and digitalisation. The scope has been selected to respond to the global challenges but also to tackle the impacts of the COVID-19 pandemic in the priority sectors. This is expected to enrich future Country Portfolio's capacity in tackling issues within the local context. The studies will therefore support the tailoring of the Country Portfolio to respond to these challenges in an innovative way.

The Bridging Programme proposed a number of pilot digital transformation ideas which are yet to be fully explored and developed. Digitalisation acts as a leverage for innovations. The SEF provides a quick solution with its flexibility principle to support the sectoral interventions to concretise and realise these innovative ideas.

Environment is one of the oldest sectors of Belgian-Ugandan Development Cooperation Programme, dating as way back as early 2000s. Enabel has continued to intervene in environment through the capacity building of the human resources and integrating environment and climate change within the interventions.

3.2 Planned activities

All the activities financed by the SEF contribute to the Fund's objective. The activities that are eligible to be financed by the Fund are the following:

Result 1: Studies are conducted and expertise is mobilised to promote innovative opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation Programme.

Activity 1: Support Bilateral interventions to implement innovative initiatives (digital hub, hybrid education and teaching practice, data use in health, etc.)

Studies will be launched, financed and organized to support ongoing interventions in exploring new opportunities/innovations.

Activity 2: Analyse and develop the environment and climate change component to tailor future interventions (specific studies on environment, climate change, sustainable & green cities, etc.)

Sub-activity 2.1: Preliminary needs assessment, feasibility and baseline studies will be conducted to act as leverage to become more active in the environment and climate sector.

Sub-activity 2.2: Mobilise short term expertise (maximum 2 years), whenever technical expertise is needed.

Activity 3: Conduct analytical studies to help in the preparation of the future bilateral Country Portfolio.

Sub-activity 3.1: Support strategic analyses in the context of the priority sectors and themes of the Belgian-Ugandan development cooperation. Targeted studies will be conducted to provide additional information to better position or re-orient the Country Portfolio to the changing global and local context.

Sub-activity 3.2: Seminars and workshops

The Fund will also be used to support seminars and workshops for purposes of multi-stakeholder consultations (e.g., policy consultations, planning exercise, validation meetings, etc.), dissemination of results from surveys and studies.

3.3 Synergies / complementarities

Synergies will be created with all the sectoral interventions of the bridging phase: The Teacher Training & Education (TTE) intervention, the Support to Skilling Uganda (SSU) intervention, the Support to Development of Human Resource (SDHR) intervention, and the Leveraging Strategic Health Financing for Universal Health Coverage (LSF) intervention. As well as with the new thematic portfolio on Social Protection.

Previously, the Study and Consultancy Fund closely collaborated with the sectoral interventions, supporting strategic and technical studies in relation to the interventions' needs and those of the partner organisations. The current phase of intervention should primarily facilitate and support the implementation of the IDCP III and future Country Portfolio. In addition, relevant and feasible specific activities could be proposed and discussed with the Steering Committee for funding from the Study and Expertise Fund. However, the management should ensure that proposed activities are consistent with sector priorities and that optimal complementarity can be achieved.

The collaboration with the Embassy of Belgium, other Development partners and the Ministry of Finance, Planning and Economics Development (MoFPED), will be maintained. Partnerships with other development partners, providing both co-funding and technical support should be encouraged.

The intervention is complementary to the contributions of Team Belgium (i.e., VVOB, VLIR-UOS, BNGAs etc.) and Team Europe initiatives.

3.4 Logical Framework indicators and verification sources

The Logical Framework indicators and sources of verification are presented below. The specific activities will be reviewed after the start of the implementation when the specific studies and expertise needs have been identified and the funds have been allocated, approved by the Steering Committee.

During the implementation, the originally defined Indicators and Result Areas should be reviewed based on their applicability and further relevance.

Logic of intervention	Indicator	Baseline value	Target Value	sources of information
Specific Objective: Enhanced institutional capacity of the national partners in evidence-based policy decision making in the priority sectors of the Belgian-Ugandan Development Cooperation	Percentage of studies effectively used in policy decision making related the Belgian-Ugandan Development Cooperation programme	n/a	80%	Results report of the Fund,

Logic of intervention	Indicator	Baseline value	Target Value	sources of information
programme				
Result 1: Studies are conducted and expertise is mobilised to promote innovative opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation Programme	Percentage of studies satisfying quality standards	n/a	80%	Results report of the SEF
	Number of innovative studies conducted in support of ongoing interventions	0	4	Results report of the SEF, other interventions
	key priority areas identified and used to inform future bilateral Country Portfolio	0	70% of priority areas identified are used	Results report of the SEFF, MOPA

3.5 Intervention area

The intervention will be implemented at national level.

3.6 Beneficiaries

The direct beneficiaries of the Fund will be the Ugandan public institutions that are linked to the priority sectors and transversal themes identified in the Country Programme/Portfolio:

- Ministry of Finance, Planning and Economics Development (MoFPED)
- Ministry of Health (MoH)
- Ministry of Education and Sports (MoES)
- Ministry of Water and Environment (MoWE)
- Ministry of Public Service (MoPS)
- Ministry of Gender, Labour and Social Development (MoGLSD)
- Ministry of Land, Housing and Urban Development (MoLHUD)

Others include:

- Ministry of Science, Technology and Innovation (MoSTI)
- Ministry of Information, Communication and Technology (MoICT)

Indirect beneficiaries

- Private sector actors, CSO, etc.

3.7 Duration

The duration will be from the date of signing of the Specific Agreement until the end date of the agreement.

3.8 Risk Analysis

Operational risks

Risks	Risk Level	Mitigating measure
Delay in implementation of studies. Execution of studies often take long due to delay in procurement process, data collection by consultants and technical review of deliverables by the technical authorities	Medium	<ul style="list-style-type: none"> • Realistic planning • Closely monitor the consultant's progress • Work in synergies with the interventions and MDAs to ensure that studies are given priority • Ensure each study has a technical focal person to support the approval process
The study results are not used for the intended purpose- delay in finalising the studies making the results obsolete.	medium	<ul style="list-style-type: none"> • Ensure proper planning and close monitoring • Ensure that studies have clear link with the priority needs and they indicate source of funding for further action.
Unpredictability of studies that will be submitted for funding- timely identification and approval of potential studies	Medium	<ul style="list-style-type: none"> • Use call for proposals approach to ensure that beneficiaries submit request for funding of studies collectively-thus enabling proper planning.

Effectiveness risks

Risks	Risk Level	Mitigation measure
Lack of a clear strategy to implement the concluded studies	Medium	<ul style="list-style-type: none"> • 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 • Ensuring that funding requests clearly indicate how it responds to a clear priority need and how the results will be utilized and funded • Proposals should clearly indicate how implementation of the recommendations will be funded.
Activities are not related to sector priorities	Low	<ul style="list-style-type: none"> • Clear terms of reference in call for proposal • The selection committee use strict selection criteria • Strictly review and approve proposals that are directly linked to the sector priorities
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	Medium	<ul style="list-style-type: none"> • Integrate provision for equitable distribution • Establish system of call proposals/concept notes and equitably allocate resources Closely monitor spending allocations and assess why some sectors may not be benefiting from the Fund •

Results of studies or expertise are not sufficiently shared.	Medium	<ul style="list-style-type: none"> Ensure that all products of the Fund are fully disseminated Develop a communication strategy and plan in coordination with the Enabel Representation Office, the Belgian Embassy and the MoFPED
--------------------------------------------------------------	--------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

4 Resources

4.1 Human Resources

4.1.1 Fund Management Team (FMT)

Function Description	Roles	Quantity	Full time equivalent	Duration	Contracted and financed by
Technical and coordination team					
Fund Manager	Coordination of intervention	1	20%	24 months	MoFPED
Fund Co-Manager (National Strategy Advisor)	Management of intervention	1	20%	24 months	Enabel Timesheet
Administrative and financial team					
International Finance and Contracting Coordinator (RAF)	Financial management of the intervention	1	5%	24 months	Enabel Timesheet
Financial controller	Financial management support	1	20%	18 months	Enabel Timesheet
Public Procurement Officer	Procurement and logistics	1	20%	15 months	Enabel Timesheet
Accounts Assistant	Accounting support	1	30%	24 months	Enabel Timesheet

A description of the two functions and profiles is given in annex 7.2 and flow chart 7.3.

MoFPED will appoint the National Fund Manager.

The Enabel National Strategy Advisor will perform the role of the National Fund Co-Manager who will be the direct counterpart of the Fund Manager to support the implementation of the SEF.

The Fund Manager and Fund Co-manager will be based in their respective institutions but will meet on a regular basis.

The Enabel Finance Controller, RAF, Procurement Officer and Accounts Assistant will provide support to the Fund Management Team.

4.1.2 Recruited Experts

National or International experts will be financed by the SEF to provide short-term specialized technical support as the need may arise. They will be recruited by Enabel for a maximum of 1 years. They will sign a contract with and function under the hierarchical authority of Enabel.

Job Opening: Every job is accessible for men and women equally. Women will be encouraged to apply.

Contract extension: A contract extension must be considered and managed as a budget modification of the expertise (even if it doesn't imply any budget increase).

4.2 Financial Resources

The estimated budget of the extension is **500,000 EUR**.

The summary of the intervention budget is provided below. The breakdown of the intervention budget is provided in Annex 7.1.

Summary budget

Budget Code	Results/activities	Total	Percentage
A: Studies, Consultancies and Expertise	Studies are conducted and expertise is mobilised to promote innovation opportunities in the priority sectors of the Belgian-Ugandan Development Cooperation	384,200	77%
Z: General Means		115,800	23%
Z_01 Personnel costs	Human Resources	73,800	
Z_03 Functioning costs	Running cost	20,000	
Z_04 Audit, Follow-up and Evaluation	Evaluation and Audit	22,000	
TOTAL		500,000	100%

4.3 Other Resources

4.3.1 Services

- Studies
- Specific expertise

4.3.2 Logistical support

A logistical support must be linked to a study or expertise financed by the SEF and the part of the budget devoted to logistical support cannot exceed 30% of the study or expertise budget.

A logistical support consists essentially in:

- “Small-scale” supplies: small-scale equipment (computers, printers, office furniture), fuel, paper, photocopies of reports etc.
- “Small-scale” services (meeting room, transport, communication material, reproduction of reports, etc.)
- Reimbursement of expenses incurred in the course of the assignment e.g., fuel, per diems, subsistence expenses for participants etc.

5 Implementation Modalities

5.1 Legal framework and administrative responsibilities

The legal Framework of the intervention is governed by:

- the General Agreement between the Belgian Government and the Ugandan Government that was signed on the 23rd of March 1995
- 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
- The Specific Agreement of which this TFF is part signed between the Government of Uganda and the Government of Belgium

There is a joint administrative responsibility for the execution of this intervention.

The Ugandan party designates the Ministry of Finance, Planning and Economic Development (MoFPED) as the administrative entity responsible for executing the intervention.

The Belgian party designates the Directorate-General for Development and Humanitarian Aid (DGD) represented by the Belgian Embassy in Uganda as the Belgian entity responsible for the Belgian contribution.

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. To that effect an “Implementation Agreement” (CMO) is signed between Enabel and the Belgian Government.

5.2 Institutional anchoring

Institutionally, the Study and Expertise Fund is anchored in the Ministry of Finance, Planning and Economic Development (MoFPED), within the Department of Development Assistance and Regional Cooperation (DARC). While the MoFPED’s role is the overall steering of the Intervention, the role of Enabel will be to directly manage the Intervention.

5.3 Technical, Financial and operational Responsibility

The intervention will distinguish between financial, technical and operational responsibilities. Financial responsibility lies with Enabel and the Belgian procurement rules apply. The intervention will be 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)**, **Technical Team (TT)** and the **Fund Management Team (FMT)**.

A Steering Committee will be 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 provide strategic guidance to the project.

A Technical Team will be created to improve the effectiveness and efficiency in utilisation of the SEF through better coordination of approval process and monitoring progress of the studies/expertise. The Technical Team will review the institutional structures, systems, procedures, guidelines and criteria put in place for efficient and effective execution of the Fund.

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

The SEF will be implemented through hiring of the consultants to support the partner institutions, sectoral interventions and Enabel representation in conducting innovative and strategic studies. Experts will be hired to provide technical expertise in specific thematic areas. Lastly, the SEF will provide support to hold workshops, meetings and seminars.

5.4 Fund Management Cycle

The purpose of this sub chapter is to describe the different phases in the management cycle of the SEF and to describe in which way each activity is managed in terms of actors, responsibilities and specific tools.

The procedure manual which was developed in 2016 will be revised and will further detail these elements.

5.4.1 PHASE 1: Elaborate operationalisation strategy, adequate procedures and tools and use it efficiently (start-up phase)

The start-up is effective from the notification of the CMO.

During this phase the Fund Management Team will share a common understanding of TFF among the team members and stakeholders, set up the baseline and the operational manuals, communication and promotion strategy, open accounts, define, design the initial planning, launch the first cash call.

The end of the start-up phase is formalised with the start-up report after the first SC meeting.

The start-up report comprises:

- Signed minutes of the first SC meeting since the effective start up
- Intervention operation manual
- Operational and financial planning of the 1st year

Revision of the operational procedure's manual

Based on the best practices and lessons learned from the previous phase of the Study and Consultancy Fund, the procedure manual, templates and tools will be revised. These documents will be used to prioritize, select, launch, operationalise and follow-up studies which will benefit the stakeholders of the Country Programme/ Portfolio.

The manual of procedures will explain in simple but detailed and in graphical terms the way in which the partner institutions has to submit an application for support from the SEF and, if approved, how it will be implemented.

This manual will be drawn up at the beginning of the intervention, at the latest 6 months after the first Steering Committee.

This manual will specify in particular:

- the criteria for justifying a decision in relation to an application
- the basic structure and the guide for drawing up an application for funding
- the methodological guidelines to draft relevant terms of reference for the needed study or expertise
- models of budget and time-frame for interventions

- criteria for evaluating and selecting the application
- Procurement procedures
- A tool for monitoring the progress of the studies and expertise

This manual will be prepared by the FMT, reviewed by the TT and approved by the SC.

Promotion and communication

The Fund Management Team will carry out activities to make the intervention widely known. These activities will consist of:

- Information to the target beneficiary institutions, in particular by means of dispatching and explaining the manual of procedures described above
- Development and publication of an intervention brochure
- Six-monthly planning meetings with key target beneficiary institutions to identify opportunities that could be translated into requests addressed to the SEF
- Other activities to be decided on in accordance with the circumstances

The FMT will have its communication plan and budget each year approved by the Steering Committee.

5.4.2 PHASE 2: Application for funding

Call for proposals

There will be a **bi-annual call for proposals** to the partner institutions and sectoral interventions to submit proposals. The call for proposal is meant to ensure collective submission of applications for funding to avoid administrative work related to 'piece meal' submission of requests for funding from the beneficiaries. The call for proposals will ensure that the FMT is able to predict and plan annually the SEF activities.

Formulation and submission of proposals

Draft application document

An application for funding may relate to any combination of the various types of realisations (Study, expertise, workshop/seminars, etc.).

An application for funding (and its terms of reference) must be drawn up by the beneficiaries using standard templates and guidelines for application.

An application form must be accompanied by the terms of reference which, at this stage, may be outlined briefly.

Submit the proposal document

The application must be prepared using standard templates and guidelines for application and sent by the Director/Manager of the beneficiary institution/intervention (the applicant) to the Fund Management Team.

Support to the formulation of proposal

The Fund Management Team will provide methodological guidance to the beneficiary institutions in the formulation of applications.

5.4.3 PHASE 3: Implement the Studies, Expertise and Workshops/seminars in a qualitative way

Processing and validating the proposals

The main actors are the Technical Team and the Fund Management Team. They review the applications against the priorities, objectives and limitation of the fund and the technical quality. They complete the checklist for approval of the request and forwards it with recommendations to the Steering Committee.

The Fund Management Team could request support from the Enabel experts in Uganda or HQ or via an external consultancy to support in analysing the technical content of the applications to the SEF.

The Steering Committee approves or rejects the request on the basis of the relevance of the request detailed in the application (and not according the to “first come, first served principle”).

Note: The Fund Management Team can get in touch with the applicant if the application is not properly completed for improvement.

Finalisation of ToR and set-up of a framework for implementation

Once the requests are approved, the Fund Management Team will liaise with the applicant to ensure that the ToR are finalised and implementation is launched.

In case the beneficiaries would like support to fine-tune/refine terms of reference for activities, after the application is approved, this must be specified in the request. In this case the application must contain additional terms of reference for this fine-tuning of the TOR and a budget estimate provided for the same.

For each accepted application, the FMT will agree with the applicant on a chronogram, referring to the different tasks and deadlines.

The FMT is responsible for planning the public procurements, the recruitments and the contracts to execute the intervention. This planning is based on the approved applications and the ongoing activities and statistics about the duration of the contracting processes.

Implementation of activities financed by the SEF

The SEF will finance activities as specified in the application submitted by the beneficiary and further specified in the ToR. The FMT will launch the necessary tendering processes in close consultation with the beneficiary and the Enabel procurement office.

Studies and expertise can be contracted according to 2 processes:

- Public tendering (Service contracts)
- Recruitment (Employment contracts)

Workshop/Seminars can be contracted according to:

- Public tendering (Service contract)

Follow up of Studies implemented by SEF

To ensure that the studies are being utilised for their intended purpose, a system will be developed to track the implementation of the recommendations arising from the completed studies. Periodic reviews will be conducted to assess the extent of the utilization of studies. In addition, each SEF product (reports, policies, strategies, frameworks and projects) will be disseminated to relevant stakeholders such as other development partners, BNGAs, CSOs, etc. Whenever deemed necessary, the dissemination of the findings through workshops, policy briefs and pull-outs in local dailies will be assessed and implemented. However, in some cases additional resources for dissemination activities

such as printing of full and summary reports, placement in print and electronic media may be necessary and this should be provided within the study request.

Monitoring and resolution of bottlenecks

The indicators in chapter 3.4 will be closely monitored by the Fund Management Team and serve to identify issues related to the functioning of the SEF. The Monitoring System is further described in chapter 5.6.3.

When the FMT faces a bottleneck issue, it will bring the issue to the attention of the Steering Committee and propose specific solutions (including adjustments of certain procedures where necessary).

5.4.4 PHASE 4: Fund Administrative closure

Six months before the expiration of the Specific Agreement, the FMT must prepare a financial statement according to Enabel procedures. Enabel must check the financial statement before it is presented to the closing Steering Committee to be organised before the expiration of the Specific Agreement.

After the end of the Specific Agreement, no expenditure will be authorised except expenditures linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the Steering Committee organised before the expiration of Specific Agreement.

After having fulfilled the requirements related to the closure, the signatories to the bank account will officially close the account.

Equipment purchased under "own-management" will remain the property of Enabel during the Fund implementation. The SC will propose a destination for this equipment during the last meeting of the SC before the expiration of the Specific Agreement.

5.5 Implementation and follow-up structures

Refer also to organogram in annex

5.5.1 Steering Committee (SC)

The Intervention Steering Committee (SC) will be chaired by Deputy Secretary to the Treasury, MoFPED (or delegate) and co-chaired by the Enabel Resident Representative (or delegated person). It convenes every six months or on special request of one of its members, with a first meeting at the start-up of the intervention. The secretariat is assured by the Fund Management Team who will provide the necessary information (reports, presentations) to the SC. Its members are proposed below.

Composition of the SC

The SC will be composed of the representatives of the following institutions as voting members:

- Chair: Representative of MoFPED
- Co-Chair: Enabel Resident Representative
- Representative of the Belgian Embassy in Kampala

The SC may invite external experts or other stakeholders as resource persons on an ad hoc basis (non-voting members).

Role of the SC

The Steering Committee (SC) is the highest decision-making level of the SEF. It is responsible for providing the necessary strategic guidance to the Fund management Team and assuring that the SEF objective is achieved.

The SC is mandated to:

- Approve the SEF operational procedures manual
- Formally approve (or reject) the requests during the SC meeting, based on recommendations made by the Fund Management Team and Technical Team.
- Provide implementation and policy guidance to all stakeholders
- Assess the progress of the SEF towards achieving its outcome and approve planning and recommendations from the Intervention's annual results reports
- Resolve any problem that cannot be solved at the Fund Management Team level
- Approve eventual adjustments or modifications in the TFF, while respecting the specific objective, duration and total budget as described in the specific agreement while ensuring coherence and feasibility of the actions; recommend any essential modifications of the objective, the total budget and/or the duration of the Fund to the Uganda and Belgian Government
- Approve and ensure the follow up of the recommendations formulated in the reviews (MTR and ETR) reports
- Based on the financial reporting and audit reports, advise on corrective actions to ensure the achievement of the Intervention's objectives
- Ensure approval of the final report and the final closure of the Intervention

Operating mode of the SC

- The SC meets upon invitation of its chair at least twice a year. Extraordinary meetings can be held upon request of one of its members. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents
- The SC meets for the first time (at the latest) three months after the signature of the Specific Agreement
- The SC establishes its rule of order during its first meeting
- Decisions of the SC shall be taken by consensus. Decisions of each meeting of the SC shall be recorded in minutes signed by its present voting members
- A SC is held at the latest three months before the end of the intervention activities in order to approve the final report and prepare the modalities of the project closure

5.5.2 Technical Team (TT)

The purpose of the Technical Team is to improve effectiveness and efficiency in utilisation of the SEF through better coordination of the approval and monitoring progress of the studies.

Composition of the TT

- MoFPED, Development Assistance and Regional Cooperation Department
- Enabel Representation
- Enabel Sectoral Intervention Managers, *for studies related to their sectors*
- Ministry of Education and Sports (Planning and Policy department), *for education sector studies*

- Ministry of Health (Planning and Policy department), *for health sector studies*
- Ministry of Gender, Labour and Social Development (Planning and Policy department), *for studies related to their sectors*
- Any other member can be included as deemed necessary

Role of the TT

- Review the feasibility of proposals submitted by beneficiaries and advise the Steering Committee accordingly
- Innovatively seek for opportunities for feasible proposals for funding within priority sectors and themes
- Technically guide the beneficiaries on preparing fundable proposals using standard SEF templates and guidelines
- Review the overall progress of SEF, identify implementation bottlenecks, manage risks and provide mitigation measures
- Report to the steering committee of SEF progress of studies being implemented
- Using the available monitoring tool for SEF, regularly monitor the progress and provide update on the ongoing studies

The procedures for the functioning of the TT will be described in detail in the SEF operational procedures manual.

Operating mode of the TT

- The team will take a flexible approach to work which could include meetings, retreats, email exchanges, etc.
- Meet on bi-annual basis or whenever the need arises to review the applications for support from the SEF.
- Review on a quarterly basis the progress of studies

5.5.3 Fund Management Team (FMT)

The FMT is composed of Fund Manager and Fund co-manager.

Role of the FMT

The FMT is the operational arm of the Fund. It takes operational decisions and manages the fund's activities on a day-to-day basis in order to fully implement the fund's strategy, in time and within budget, as approved by the Steering Committee. The main responsibilities of the FMT are to:

- Ensure the implementation of activities in accordance with the TFF and the approved work plans
- Ensure that all activities outputs are linked to the specific objective through a close monitoring based on pre-defined indicators
- Provide technical guidance on methodology and strategy
- Establish the work plan and budget that will be presented to the Steering Committee during the first 3 months of the SEF
- Prepare the SEF manual – at the latest 6 months after the start of the intervention – to be submitted to the SC
- Prepare the quarterly reports
- Prepare the annual reports and the final report
- Undertake regular monitoring and report on monitoring findings
- Tender for the procurement of goods and services in conformity with applicable regulations

- The Fund Management Team will act as the Secretariat for the SC and will provide the necessary information to its members in advance of each meeting

The procedures for the functioning of the FMT will be described in detail in the Fund's operational procedures manual.

Operating mode of the FMT

The FMT operates under the mutual authority of MoFPED and Enabel.

For matters executed in joint responsibility, decisions are taken by consensus between the MoFPED Fund Manager and the Enabel Fund Co Manager.

5.5.4 Beneficiary

The beneficiary has two distinguished roles:

- The “**applicant**” who has a role of strategic follow-up. He/she is a National Director/Manager within the beneficiary institution and has interactions with the Steering Committee.
- The **person charged with the execution of the request** is a staff member of the beneficiary institution at managerial level. He/she is in charge of finalising the ToR, budgets and calendar of the activities to be financed by the SEF and support procurement if any. Once the tender is awarded, this person will ensure the activity is duly implemented, jointly with the Fund Managers.

5.6 Operational Management of the intervention

5.6.1 Financial Management

The management of the Belgian contribution is done according to Enabel's management procedures. In accordance with the partnership principles between the Belgian and Ugandan parties, the planning and execution of the financial commitments will be done with mutual agreement.

5.6.1.1 Bank Accounts

For payments, Enabel opens a specific bank account with only Enabel's personnel signatory rights. A double Enabel authorization, according to Enabel's internal mandate structure, will apply.

5.6.1.2 Financial planning & Funds Transfer

The cash management procedures and rules of Enabel (transfer to operational accounts, cash management) apply.

5.6.1.3 Preparation of annual and multiannual budgets

Each year, the Intervention must develop a budget planning proposal for the next year following Enabel's procedures. In this budget proposal, an indicative budget for the following years should also be included. This budget proposal must be approved by the SC.

The annual budget is part of the annual plan and provides the basis for the monitoring of budget execution of the next year.

5.6.1.4 Monitoring and budgetary commitments

Each quarter, the Intervention must report on the budget execution and the forecast of expenditure, compared to the total budget and annual budget approved. The reporting is done according to the format provided by Enabel and is part of the quarterly reporting.

The Intervention must ensure proper control and regular budget monitoring of commitments.

5.6.1.5 Accounting

Accounting is done on a monthly basis according to Enabel's rules and regulations and its own financial system and tool.

The accounting documents must be up to date, accurate, and reliable and conform accounting standards and rules in place.

Eligible costs are actual costs which meet the following criteria:

- They are identifiable and verifiable, in particular being recorded in the accounting records of the intervention according to the applicable accounting standards
- They relate to activities and criteria as specified in the TFF and necessary for achieving the results
- They are indicated in the budget and registered under the correct budget line
- They comply with the requirements of sound financial management

5.6.1.6 Budget modifications

5.6.1.7 Budget modifications are done according to Enabel's rules and are detailed in the related guideline. **Monitoring individual budget for studies and expert**

A detailed budget will be drawn up for each application approved under the responsibility of the FMT.

The budgetary monitoring of the individual studies and expert will be done at least on a quarterly basis.

Exceeding the budget for individual study or expertise is not authorised without prior approval of the steering committee.

Budget for logistical support for experts hired under SEF: the amount of the necessary logistical support is defined on a case-by-case basis during the drafting of the Terms of Reference for the expert report.

5.6.1.8 Reviewing individual budget for study and expert reports

The budget for an activity underway may be reviewed.

The budgetary review of an activity underway must be specially requested and that request will be treated like any other addressed to the intervention.

5.6.2 Public Procurement management

Services (studies and specific expertise) can be contracted through public tendering. The duration of services financed by the Fund cannot exceed 24 months.

Procurement of goods and services will be done according to Belgian procurement rules and regulations.

All activities of the interventions will be managed according to Belgian Law and Enabel system with a support of team of experts on procurement based at the Representation.

5.6.3 Monitoring and reporting

The monitoring and reporting will be conducted at three levels by the consultants/experts, technical team involved directly in the implementation of the studies and the fund managers.

Every study or expertise funded must provide a periodic reporting. This reporting will be carried out by the service provider, the expert recruited or the person responsible for the execution of the request. The reporting mechanism will be foreseen in the terms of reference of the request.

The technical team will closely monitor the execution of the studies and report on a monthly basis the progress of the studies under their responsibility.

Monitoring of results by the fund managers will be based on the Logical Framework indicators.

Narrative and financial planning will be produced in the Pilot and UBW systems on a quarterly basis.

MoRe Reports will be produced annually. The final Results Report will be produced in 2023.

5.6.4 Evaluation and audit

The end-term review and audit of the intervention will be done in July 2023.

5.6.5 TFF Modifications

The present TFF may be amended by mutual consent of the parties. It is essential to install an attitude of expecting and encouraging a practice of regular modifications based on the insights gained during the implementation. The task of the intervention management unit and the SC is to assess the quality of the argumentation for the suggested changes and to request further explanation if necessary.

Careful consideration must be given not to change the present TFF in a way that would unnecessarily change expected outcomes of the intervention as originally agreed between the parties. A formal agreement by the Belgian government is needed for the following changes:

- Modification of the duration of the Specific Agreement
- Modification of the total Belgian financial contribution
- Modification of the Specific Objective of the intervention

The request of the above modifications has to be approved and motivated by the Steering Committee. The exchange of letters requesting these modifications shall be initiated by the Ugandan party and shall be addressed to the Embassy of Belgium. The following changes to the TFF will have to be approved by the Steering Committee:

- The execution modalities
- The intervention results and activities and their respective budgets
- The composition and responsibilities of the Steering Committee
- The mechanism to change the TFF

All other changes to the TFF should be approved by the chairperson of the SC and the Enabel Resident Representative. The adapted version of the TFF shall be communicated to the Enabel headquarters and to the Embassy of Belgium in Uganda.

6 Cross-cutting Themes

Gender and gender-based violence, climate change and environment are the main cross-cutting themes that the intervention will directly target.

6.1 Environment and climate change

Where environment and climate change are not the main areas, the Fund will incorporate environmental and climate change issues in the terms of reference of the studies and expertise, where its relevant.

6.2 Gender

Gender and gender-based violence are specific target areas for this intervention.

The Fund will also respect the gender mainstreaming approach of the Enabel Gender Strategy, aiming at integrating the gender dimension in its preparation planning, implementation as well as in the follow up and evaluation of individual studies and expertise.

Female applications for expertise recruitment will be encouraged as well as the submission of requests entailing a “gender mainstreaming” component.

7 Annexes

7.1 Total estimated budget and planning

Budget Code	Results/activities	Financial Mode	Total	Year 1	Year 2	Year 3
A Studies, Consultancies and Expertise	Studies are conducted and expertise is mobilised to promote innovation opportunities in priority sectors of the Belgian-Ugandan Development Cooperation		384,200	108,000	206,200	70,000
A_01_01	Support Belgian interventions to implement innovative initiatives	Direct management	100,000	30,000	50,000	20,000
A_01_02	Analyse and develop environment and climate change component to tailor future interventions,	Direct management	184,200	58,000	76,200	50,000
A_01_03	Conduct analytical studies to help in the preparation of the future bilateral Country Portfolio	Direct management	100,000	20,000	80,000	0
Z General Means			115,800	20,300	55,000	40,500
Z_01 Personnel costs			73,800	15,300	45,000	13,500
Z_01_01	Fund Co-manager (National Strategy Advisor)	Direct Management	18,000	3,000	12,000	3,000
Z_01_02	Financial Controller	Direct Management	14,400	2,400	9,600	2,400
Z_01_03	Accounts Assistant	Direct Management	14,400	3,600	7,200	3,600
Z_01_04	International Finance and Contracting Coordinator (RAF)	Direct Management	18,000	4,500	9,000	4,500
Z_01_06	Public Procurement Officer	Direct Management	9,000	1,800	7,200	-
Z_02 Functioning costs						
Z_02_01	Administrative & financial costs	Direct Management	20,000	5,000	10,000	5,000
Z_03 Audit, Follow-up and Evaluation			22,000	-	-	22,000
Z_03_01	Follow-up and Evaluation	Direct Management	15,000	0	0	15,000
Z_03_02	Audit	Direct Management	7,000	0	0	7,000
TOTAL			500,000	128,300	261,200	110,500

7.2 Terms of reference for Fund Manager and Fund Co-manager

Fund Manager

Description of role

The Fund manager will be responsible for ensuring effective understanding of and achievement of the SEF's objectives. He/she will also be responsible for planning, executing, and monitoring the Fund implementation to predetermine timelines and budgets. Reporting to the MoFPED and ensuring quality control throughout the Fund lifecycle are central to this position.

Key Tasks/Responsibilities

MoFPED will designate a Fund Manager for 24 months to implement the Fund. She/he will perform the following tasks:

- Assume overall responsibility for the successful execution of the Fund activities and ensure Fund objectives are accomplished within prescribed timeframe
- Ensure smooth technical, administrative and budgetary management of the Fund, including development of annual and quarterly work plans and project reports
- Ensure technical guidance on Fund strategy and implementation
- Organise bi-annual SC meetings and prepare the contents and agenda of the SC meetings
- Act on behalf of the Chairperson of the SC when authorised, and report back to the Chairperson on actions taken
- Conduct assessments to ensure the Fund activities are based on existent needs and that regular progress towards meeting identified gaps is assessed and documented
- Monitor and evaluate Fund environment, progress and effectiveness, recognize potential problems, risks, develop corrective measures
- Establish operating procedures for the Fund in adherence to the Fund goals
- Ensure timely data collection and analysis for the purpose of preparing quarterly and annual reports, which take stock of the Fund progress and highlight actual and potential problems or challenges affecting the Fund's deliverables

Profile

This post requires a development practitioner, with a relevant postgraduate degree in Project Management and Administration or a related discipline. Specifically, the Fund Manager shall have:

- Proven experience in management (minimum 5 years is an advantage)
- Experience in monitoring and evaluation of projects,
- Understanding of capacity building and its measurement of results
- Proven Experience in Strategic Planning
- Proven experience in risk management
- Proven knowledge of the Uganda public procurement system

Skills and Competencies

Qualifications required:

- Previous experience in managing similar funds/projects
- Strong English, oral and written communication skills
- Strong IT skills, particularly Word, Excel, PowerPoint and Microsoft Project
- Critical thinking and problem-solving skills
- Planning and organising

Fund Co-Manager

Description of role

The Fund Co-Manager will be in charge of the operational management of the Fund in close collaboration with the Fund manager.

In the area of technical management

- Contribute to the drafting of applications for studies and experts, if necessary
- Process applications, prior to their acceptance so as to judge whether they are in line with the Fund objectives and are of high technical quality
- Support in preparation of the terms of reference for the activities accepted in collaboration with the beneficiary and determining optimal methods for implementing the studies (public procurement, employment contracts, execution agreements, etc.)
- Support the implementation of the activities in collaboration with the persons in charge of implementation within the beneficiary institutions
- Support the preparation of operating procedures for the Fund in adherence to the Fund goals
- Ensure technical guidance on Fund strategy and implementation

In the area of public procurement and execution agreements

- Conclude public procurement contracts in close collaboration with the procurement specialist at the Enabel representation and the beneficiary institutions
- Manage the contractual aspects of public procurement until the end of execution

In the area of operational and financial management:

- Drawing up periodic and annual reports on the Fund
- Produce periodic financial reports
- Monitor individual budgets for study and expert reports and suggest revisions to the budget

In the area of evaluation and audit:

- Participating in the evaluation of the Fund
- Ensure the capturing and integration of lessons learnt and experience drawn in the implementation of Fund activities
- Arrange and prepare for intervention audits

Profile

Qualifications required:

- Experience in monitoring and evaluation of projects
- Experience in public procurement management and administrative and financial management in general,
- 5 years of experience in project management
- Ability to use the basic computer tools for offices (knowledge of financial management and operational planning tools is a plus)
- Knowledge of the English language (comprehension, oral and written expression)

7.3 Flow Chart

