

Belgium – Uganda Indicative Development Cooperation Program (IDCP)
2009 – 2012

1. Introduction

This document is the result of the meeting of the Joint Committee on direct bilateral cooperation between Belgium and Uganda, held in Kampala on 7th November 2008.

The aim of this document is to define the Indicative Development Cooperation Program (IDCP) for direct bilateral cooperation between Uganda and Belgium for the period 2009-2012, and the framework of its implementation.

The cooperation program wants to contribute fully to the implementation of the Ugandan Poverty Eradication Action Plan (PEAP 2004/05-2008/09) and its successor the National Development Plan (NDP 2009/10-2013/14). This NDP is not yet fully developed, but Human Resources Development will remain one of the main strategies. It also wants to contribute to the attainment of the Millennium Development Goals, to which both countries subscribed.

The program also takes into account the following documents:

- The Belgian law on international cooperation of 25th May 1999
- The General Agreement on Direct Bilateral Cooperation between the Kingdom of Belgium and the Republic of Uganda, signed in Kampala on 1st February 2005.
- The Paris Declaration on Aid Effectiveness
- The EU Code of Conduct on Complementarity and Division of Labour in Development Policy

The Partnership Principles between the Government of Uganda and its Development Partners of September 2003, to which Belgium adhered on 1st February 2005, will guide the planning and implementation of this program. They link donor support to the PEAP, align it with the national budget process and with Government ownership of the budget and define the preferred modalities for the support.

The Uganda Joint Assistance Strategy (UJAS), to which Belgium adhered in 2007, is a natural step to further enhance donor harmonization. It encourages UJAS-members to become increasingly selective and complementary in their programming, with each concentrating its efforts in line with its comparative advantages.

2. Priorities of the Ugandan National Policies

The PEAP is Uganda's national development framework and medium-term planning tool. It is also the Poverty Reduction Strategy Paper (PRSP), guiding the formulation of Government policy and the implementation of programs through sector wide approaches and a decentralized system of governance.

The PEAP was first produced in 1997, revised in 2000 and again in 2004. The four core challenges for the PEAP (2004) are the restoration of the security, dealing with the consequences of conflict and improving regional equity; restoring sustainable growth in the incomes of the poor; human development and using public resources transparently and efficiently to eradicate poverty.

An independent evaluation carried out by the Oxford Policy Management in 2007/2008 considered the 10 years of the PEAP as a success story. The developments in the consciousness, capacity and disciplines to lead and manage the country strategically have been of particular importance. The decade of the PEAP has seen these developments rewarded in economic growth, reduced poverty, restored security and, most importantly, an increased confidence about the Government's own capacity to make a difference on behalf of citizens.

The independent evaluation draw also lessons for the development of the planned National Development Plan (NDP). This 5 Year National Development Plan, which will be the successor to the PEAP, has the proposed theme "Growth, Employment and Prosperity for All" and will seek to achieve the following national objectives:

- uplift household standards of living;
- enhance the quality and availability of gainful employment;
- improve social, economic and trade infrastructure nationwide;
- develop efficient, innovative and internationally competitive industries;
- develop and optimally exploit the national resource base and ensure environmental and economic sustainability;
- strengthen good governance and improve human security.

The NDP is expected to be operational from the start of the fiscal year 2009/2010

3. Belgian Development Objectives and Policies

Belgium developed its own plan for Harmonisation and Alignment. Key features of this plan, relevant to the underlying IDCP, are:

- to align its aid to the national priorities of the partner country;
- to strengthen the capacity of the partner country to implement its own plans;
- to use national systems to the extent possible and give priority to "national execution" for projects;
- to take long term commitments and to make aid more predictable;

- to pursue synergies with the other development partners while focusing on a maximum of two sectors.

Furthermore Belgium has taken the firm commitment to spend 0.7% of its GDP as ODA in 2010. As a result it is scaling up its efforts in the Indicative Development Cooperation Programs with its partner countries.

4. The Belgian-Ugandan Cooperation

Uganda is a partner country of the Belgian bilateral cooperation since 1995. A General Agreement on Direct Bilateral Cooperation was signed in February 2005. The total Belgian ODA to Uganda in 2007 was 10.82 mio Euro, of which 5.8 mio Euro was direct bilateral cooperation. This does not include non-earmarked contributions to the EDF and multilateral organizations.

The first Joint Commission on Development Cooperation took place in Kampala on 31st January and 1st February 2005. It agreed on a IDCP of 24 mio Euro for 3 years.

Uganda benefits from Belgian development cooperation through the following channels:

- the direct bilateral cooperation (see chapter 5)
- the indirect bilateral cooperation, via NGOs and Universities
- the multilateral cooperation
- the projects and programs funded through the Belgian Survival Fund
- conflict prevention & peace building activities
- the Belgian Investment Company for Developing Countries (BIO)

The details of the interventions through the other channels are given in annex 2.

5. Overview of the current direct bilateral cooperation programme

The present direct bilateral cooperation program contains the following interventions:

Sector	Project/Program	Budget Belgian Contribution x mln Euro	Period
Pre-IDCP 2005/06-2007/08			
Environment	Kampala Integrated Environmental Planning and Management Program	5	2005-2011
Environment	Wetlands Sector Strategic Plan Support Project	4	2004-2009
Decentralisation	Bundibugyo Rural Integrated Development Programme	3.6	2003-2009
	Subtotal	12.6	
IDCP 2005/06-2007/08			
Health	Sectoral Budget Support via the Poverty Action Fund to the Health Sector Strategic Plan II	8	2005-2007
Decentralisation	Basket Funding for the Implementation of the Local Government Sector Investment Plan	4	2008-2012
Decentralisation	Kasese District Poverty Reduction Program (second phase)	4	2008-2013
Multi sector	Scholarships	3.2	2005-2008
Good Governance	Support to the Modernisation Plan of the Uganda Revenue Authority (silent partnership)	2	2007-2009
Environment	Clean Development Mechanism Capacity Development Project	2	2009-2011
Education	Rehabilitation and Expansion of Sir Samuel Baker School in Gulu District	1.5	2008-2011
Public Administration	Study and Consultancy Fund	1.25	2003-2009
Private Sector	Support to the Entrepreneurship Training Program of Uganda Investment Authority (silent partnership)	0.5	2008-2011
Multi sector	Micro Projects	0.135	2005-2008
	Subtotal	26.585	

A short summary of the above mentioned interventions can be found in annex 3.

In April 2008 BTC assessed, in cooperation with the Ugandan partners and the Embassy of Belgium, the current IDCP and made the following recommendations:

- reduce seriously the fragmentation of interventions over several sectors; the new IDCP should concentrate on 2 sectors with a strategic plan; a coherent bilateral program in support of the objectives of the sector and over a prolonged period should be formulated;
- the support to the sectors should be done via a mix of modalities: sectoral budget support should be complemented by projects that address specific identified needs of capacity building; the identification shall be done by the sectoral ministries; the projects have to be integrated into the sectoral plans and the government's budget; links and synergies between the modalities shall be established;
- improve on the predictability of the expenditures; firm commitments should be taken during the joint committee meetings;
- find a solution for increased alignment of the projects with the Ugandan financial procedures (accounting, auditing), taking into account the Belgian regulations of financial reporting and control.

These recommendations, together with the guidelines of the Belgian Plan for Harmonization and Alignment and the request of Uganda, are at the heart of the new Indicative Development Cooperation Program.

6. The Indicative Direct Bilateral Development Cooperation Program 2009-2012

The overall objective of the new program is to contribute to poverty reduction, mainly in rural areas. It will assist Uganda in progressing to the MDGs, mainly the ones on education and health.

An indicative amount of 64 million Euros will be made available to Uganda for new commitments in 2009, 2010 and 2011. The interventions, both sector budget support and projects, will be fully integrated in the Medium Term Expenditure Framework (MTEF).

The Belgian development cooperation wants to support the implementation of Ugandan national and sectoral policies and strategies, based on a long term vision and continuity, and in close coordination with other donors. This will be done in two sectors: health and education. It is the intention of Belgium to cooperate in these sectors at least over a period of two cooperation programs.

Sectors for Cooperation

In line with the Division of Labour exercise in Uganda and in response to the request of the Government of Uganda, the new 4-year cooperation program will focus on improvement of primary health care services and expansion of post primary education, including business, technical and vocational training.

6.1. Health

The goal of the Health Sector Strategic Plan II 2005/06 – 2009/10 (HSSP II) is “Reduced Morbidity and Mortality from the major causes of ill health and premature death and reduced disparity therein”. The pursued strategy is the “Effective delivery of an integrated Uganda National Minimum Health Care Package”, within a Sector-Wide Approach. The main focus is on preventive care, specifically for young children and pregnant women.

A Mid Term Review of the strategic plan has been carried out in 2008. The recommendations are compiled in an action plan for the last two years of HSSP II. The main achievements are (i) maintaining good level of vaccinations, (ii) increased used of family planning, (iii) increased deliveries in health facilities and (iv) improved malaria treatment and use of treated bed nets.

The main challenges for the next years are: (i) increase the on-budget funding and the efficiency, (ii) improve the management at all levels of the sector, (iii) strengthen the vaccination campaigns, (iv) increase the number of skilled staff and their working conditions, (v) improve the drugs supply chain and (vi) revive the prevention against HIV/AIDS.

The evaluation of HSSP II in 2009/10 will lead to the development of HSSP III for the period 2010/11 – 2014/15.

For the financing of the minimum package in 2008/2009 only 12.7 \$ of the necessary 35\$/person is available. According to a recent study on minimum service standards, the budget should be quadrupled from the present level and reach a minimum of 45\$/person in 2012/2013. (1,665 mio \$ needed against the MTEF figure of 442 mio \$).

The budget of the health sector has increased from 381 Bn UgSh in 2006/07 to 628 Bn UgSh in 2008/2009 (+65%); over these 2 years the own Ugandan contribution increased from 243 Bn UgSh to 375 Bn UgSh (+54%), the balance being on-budget projects.

The contribution of on-budget donor projects is 253 Bn UgSh in 2008/2009 (40% of the total). According to the MTEF it is projected to remain around 37% till 2012/2013. But there is an increasing number of off-budget projects, mainly USA funded, and implemented via NGOs, universities and consultancy companies. According to the 2007/2008 annual performance report, the total registered expenditures in the sector rose to 662 Bn UgSh against a total budget of 428 Bn UgSh. And around 30% of these expenditures are outside the HSSP II priorities.

All the donors that remain in the sector plan to increase their funding. Mid-October 2008 Sweden signed a new 3-year financing for the sector of 35 mio \$ and the WB plans, next to its general budget support, a new loan for the sector of 100 mio \$ for 3 years. But in spite of this, the financing gap remains important.

In 2008/09 35% of the budget is under the protection of the Poverty Action Fund (PAF) for the funding of the non-wage recurrent and development expenditures of the primary health care in the districts.

Belgium will contribute to the implementation of the health sector strategic plans II and III via:

- a) Earmarked sector budget support, via the PAF budget lines, for an amount of 20 mio Euros over the period 2009 – 2012; this funding will focus on the improvement of the Primary Health Care services in the districts. It is linked to the MoU for HSSP II, which expires in 2010. Continuation of the budget support will depend on the signing of a new MoU for HSSP III.
- b) Program/project support, for a total budget of 6.5 mio Euros for the attainment of the following two objectives:
 - Contribute to the implementation of the human resources development plan of the Ministry of Health, coordinated with the other donors;
 - Strengthening of the leadership and management capacities of the health staff at district and health centers level. The experiences of the ongoing pilot project between the Institute of Tropical Medicine of Antwerp, Belgium and Makerere University will be taken into consideration.

Taking into account the important role of the districts in the delivery of Primary Health care at least 70 % of the amount for program/project support will be used to improve the planning and management capacities of the health staff at district and health centers level.

These indicative budgets are subject to approval of specific agreements for each intervention.

6.2. Education

The strategy of the Government of Uganda (GoU) for the education sector is articulated in the comprehensive Education Sector Strategic Plan (ESSP 2004-2015, revised to 2008-2018) within a Sector-Wide Approach. The plan aims to improve access, quality, equity and efficiency in order to ensure achievement of national development goals.

Resulting from the implementation and success of Universal Primary Education (UPE) a total of 6.7 million pupils are expected for entry in post-primary education over the next ten years (2009-2018). Therefore, the GoU launched in October 2005 the Universal Post-Primary Education and Training (UPPET) program. This program provides eligible primary school graduates with an opportunity to enroll in free secondary and vocational training institutions. Implementation of UPPET started in 2007, enrolling students into the first year of lower secondary and of vocational training institutions. By 2010, UPPET will cover all four lower secondary grades and the three vocational grades.

In 2008 the Ministry of Education and Sports formulated a Strategic Plan for the implementation of Universal Secondary Education, focusing on the same goals as the overall ESSP. It is currently planning a similar exercise for Universal Business, Technical, Vocational Education and Training (BTVET).

The budget of the education sector has increased from 720 Bn UgSh in 2006/07 to 899 Bn UgSh in 2008/2009 (+25%); of this the Ugandan own contribution increased from 683 Bn UgSh to 786 Bn UgSh (+15%), the balance being on-budget projects.

In 2008/09 19% of the budget is under the protection of the Poverty Action Fund (PAF) for non wage recurrent and development expenditures of the UPE and UPPET programs.

From 2009/10 onwards the GoU has envisaged already further increases in the education budget. Nevertheless the financing gap for the education sector, and more specifically for secondary education, remains important. Even after the foreseen introduction of several efficiency measures (double shift schools, revision of curriculum, revision of unit prices, etc.) the financing gap for secondary education (already including planned external support) is estimated at 85 Bn UgSh (+- 38 mio Euro) in 2009 and mounting to 129 Bn UgSh in 2011 (+- 57 mio Euro).

There are fourteen donors in the education sector, but there are only a few active in **post** primary education:

a) Universal Secondary Education (USE)

- ADB focusing on access for secondary education via project support (42.4 mio USD);
- the World Bank financing the implementation of the strategy for secondary education through budget support (150 mio USD);
- Irish Aid targeting the Karamoja region through project support (6 mio USD).

b) BTVET

- Germany (GTZ, KfW and DED) and JICA supporting the sub sector via projects. (Germany: 12 mio USD and Jica: 0.3 mio USD).

Belgium will support post primary education in Uganda in the next four years (2009-2012) with a total budget of 28 mio Euro. It will contribute to the implementation of the education sector strategic plan (ESSP) in a phased manner and through mixed modalities:

a) Earmarked sector budget support for post primary education, via the PAF budget lines for an amount of 12 mio Euros over the period 2010 – 2012. Belgium will earmark this support after becoming a signatory to the MoU between the GoU and the Development Partners for support to ESSP, through a sector-wide approach. However, currently there is only a draft copy of this MoU. Therefore the GoU, together with the Development Partners, will actively seek to finalize soon this MoU for signing by all parties. Alternatively, a basket fund arrangement with other donors active in post primary education may be considered;

b) Program/project support, for a total budget of 16 mio Euros for the attainment of the following two objectives:

- contribute to the development of BTVET and the National Health Service Training Colleges focusing on quality and efficiency. For the BTVET sub sector priority will be given to the development of a strategic plan.
- contribute to the implementation of the strategic plan for secondary education focusing on quality or efficiency.

By mid 2009 the two parties will have agreed on the specific project interventions in the education sector

The total budget of 28 mio Euro for post primary education is indicative and subject to approval of specific agreements for each proposal.

6.3. Multi-Sectoral Interventions

6.3.1 Delegated cooperation:

Next to the two concentration sectors, the bilateral program can co-fund one or two interventions in other sectors or themes via delegated cooperation with other donors. A total budget of 3 mio Euro is available for such an intervention. Belgium will actively explore in 2009 the possibilities of delegated cooperation with other donors focusing on (but not limited to) private sector development, good governance, gender mainstreaming, the dialogue between government and civil society, etc.

6.3.2. Scholarships:

Over the past 4 years the bilateral scholarship program was extended from 600,000 to 900,000 euro/year, allowing every year more than 150 new scholars to start their studies in Ugandan universities, to the satisfaction of all parties.

In the new program at least 50% of the scholarships will be allocated to the health and education sectors. In order to strengthen the human capacities in these two priority sectors, a maximum of 25 % of the corresponding envelope for scholarships in health and education can be used for studies in Belgium and other European countries.

At least 50 % of the scholarships will be allocated to girls and women. Promotion of candidates from upcountry will be actively pursued,

The other part will be allocated to other priority sectors decided upon by the Ugandan Government. While civil servants will be the main beneficiaries, candidates from civil society and the private sector will also benefit.

A total budget of 4 mio Euro will be allocated to this program. The scholarship program will be implemented with the necessary flexibility: type, curriculum and location of the studies will be decided in function of the needs of the sectors.

6.3.3 Study and Consultancy Fund:

The fund will concentrate its studies and consultancies on the sectors of health and education. The scope of the fund will be extended to include also short term expertise for these two ministries and for the Ministry of Finance, Planning and Economic Development for activities related to the implementation of the Paris Declaration in Uganda.

The specific agreement, valid till 8th August 2009, will be extended for 4 years, with an additional budget of 2 mio Euros.

6.3.4 Micro Intervention Program:

Support to small-scale grassroots socio-cultural initiatives will also continue. An indicative budget of 500,000 euro for 4 years is part of this IDCP.

6.4. Cross-cutting themes

Originating from the Belgian law on international cooperation, Belgium pays special attention to the following cross-cutting themes: gender, environment, social economy and rights of the child. There are no funds attached to these themes in the new IDCP apart from the possible funding under “delegated cooperation” (see 6.3.1). However, these themes will be actively mainstreamed in all cooperation activities. More specifically they will form part of the policy dialogue with the Ugandan authorities and they will be fully integrated in the project cycle, especially during the formulation phase of the projects.

7. Indicative financing table for the Program

The signing of the specific agreements for each intervention is planned in the following Ugandan fiscal years:

(x mio Euro)	2008/09	2009/10	2010/11	2011/12	Total
Health					26.5
- sector budget support to the implementation of HSPII and III	20				20
- program/project support to the implementation of the Human Resources Development Plan, focusing on the strengthening of the planning and management capacities of health staff at district and health centers level		6.5	-	-	6.5
	-			-	
Education					28
- sector budget support to the implementation of the Universal Post-Primary Education and Training Program (UPPET)		12			12
- program/project support to the implementation of UPPET, focusing on quality or efficiency	-	16	-	-	16
- program/project support to the development of a strategic plan for BTVET and its implementation	-			-	
Multi sector					9.5
- delegated cooperation		3			3
- study and consultancy fund	2	-	-	-	2
- scholarships	1	1	1	1	4
- micro projects	0.125	0.125	0.125	0.125	0.5
Total	23.125	38.625	1.125	1.125	64

The expenditures will be done in accordance with the calendar agreed in each intervention. On a bi-annual basis Belgium will communicate to Uganda the planning of the expenditures for all the interventions for the next 3 years. Annually Belgium will communicate the real expenditures of all the ongoing bilateral interventions for the previous year.

All above mentioned figures are subject to the approval of the annual Belgian budget by its parliament. In addition, some figures in the above table may be shifted during the meetings of the Extended Joint Committee where possible reorientations of the IDCP can be discussed and approved.

8. Modalities for monitoring and implementation of the IDCP

8.1. Modalities for Monitoring of the IDCP

8.1.1. Overall monitoring

With regard to the monitoring of the IDCP both parties confirm the role of the Joint Committee as defined in article 5 of the General Agreement on Direct Bilateral Cooperation between the two countries. The Joint Committee consists of the Representatives of Uganda, the Attaché for International Cooperation at the Embassy of Belgium, and the Resident Representative of the BTC. The Joint Committee should meet in principle every six months and at least once every year.

Furthermore, an Extended Joint Committee, including a Representative from headquarters (DGDC) in Brussels will meet annually in Kampala. This Extended Joint Committee will carry out the assessment of the ongoing IDCP and will discuss and decide on possibly necessary re-orientations.

8.1.2. Policy Dialogue in Health

The Health Policy Advisory Committee (HPAC) regroups all stakeholders and is chaired by the Ministry of Health. It is the principal level for the monthly policy dialogue. Technical issues are discussed in the 10 technical working groups.

For the coordinated and concerted implementation and monitoring of the HSSP II a Memorandum of Understanding between the Government of Uganda and all donors was signed. This MoU can accommodate all modalities of funding. For HSSP III a new MoU will be signed.

Belgium has chaired the Health Development Partners Group in 2007 and 2008. Over the past 2 years Belgium has concentrated its input in the sectoral policy dialogue on issues related to health economics, health financing and the supervision, monitoring & evaluation systems. In accordance with the Division of Labour exercise, concluded between the Government of Uganda and the donors in June 2008 and the decision taken by the HDP group, Sweden will chair in 2009 and 2010, with USAID as the co-chair. Consequently four Belgium will remain an active donor in the sector.. The Health Development Partners Group has its own terms of reference for the functioning of the group, with WHO providing the secretariat.

8.1.3. Policy Dialogue in Education:

Belgium will actively engage in the Education Funding Agencies Group (EFAG) and in the Education Sector Working Group in the Ministry of Education and Sports, focusing on the implementation of the ESSP and its sub plans for post primary education. Belgium will pay special attention to the development of BTVET and play a leading role in the future.

8.2. Modalities for Implementation of the IDCP

The Belgian support for the implementation of the IDCP consists of earmarked sector budget support and project support. All interventions will contribute to the implementation of the sector strategic plans. This will be done via a portfolio approach, whereby earmarked sector budget support is complemented by programs/projects that address specific weaknesses identified by the sector, which hinder the correct implementation of the sector's strategic plan.

For sectoral budget support the additionality of the Belgian funds in the sector budget, with an increasing Ugandan contribution to the sector, has to be demonstrated.

Uganda made important progress in the functioning of the Office of the Auditor General. A recent law strengthens its independence. The allocation from own resources has grown from 6 to 9 BnSh over the past 5 years, but more resources are needed. Since 2007 programmatic audits and Value for Money studies have started complementing the financial audits. These help the sectors to assess their weaknesses and to improve their performances. The reports of the OAG are discussed in detail in the Public Accounts Committee of Parliament, which decides on appropriate actions. These improvements give more assurances to the donors for relying on the Ugandan audit reports. The availability of annual sector audit reports is a condition for Belgium for disbursements of installments of its budget support.

In the agreements for co-funding, implementation and monitoring of the sectoral strategic plans, the possibility of external audits has to be captured.

The detailed modalities for implementation of projects are outlined in the Verbal Note of the Embassy of Belgium sent to the Ministry of Finance, Planning and Economic Development on the 11th of April 2008.

Within the framework of the IDCP, the Ministry of Finance, Planning and Economic Development submits to the Embassy of Belgium its requests for new projects, each one accompanied by an identification document. These identification documents are to be approved either by the Joint Commission, the Joint Committee or the Extended Joint Committee. After the approval, BTC will start - in close collaboration with the Ugandan technical Ministry - with the formulation of the project (drafting of the technical and financial file). Regular consultation with the GoU and the Attaché is foreseen.

Belgium and Uganda give preference to projects which are implemented under "Ugandan national execution". However, the feasibility of this mode of implementation will be

investigated by BTC for each project during the formulation process. In case “Ugandan national execution” is not possible, the co-management mode between BTC and the Ugandan implementing partner will be used.

Once the formulation document is finalized, it will be submitted for advice to the Joint Local Partner Committee (JLPC). This JLPC consists of the Attaché for Development Cooperation of the Embassy, the Representatives of Uganda and a Representative from BTC. In the event of a positive advice of the JLPC, the formulation report and the draft specific agreement will be submitted for approval to the Ministry of Finance, Planning and Economic Development and to the Government of Belgium. After approval by both countries, the specific agreement will be signed in Kampala.

9. Coherence and complementarity with other Belgian actors

Next to the direct bilateral aid, other Belgian actors, scientific institutions or NGO’s, will be involved in the monitoring and where possible in the execution of the Belgian IDCP. During the formulation, BTC will investigate the possible synergies between the different Belgian actors, active in the sector. A few examples are listed below.

In the Health sector, the Institute of Tropical Medicine in Antwerp, together with the Institute of Public Health of Makerere University, are currently developing a new program aiming at capacity strengthening for health system research and health policy development. The results of the applied research on health systems and policies will give input into our bilateral cooperation. This project will be therefore complementary to the interventions of the bilateral aid of Belgium to the Health sector.

The NGO Memisa, which supports the rehabilitation of health centers in Northern Uganda, is prepared to provide an input from the field which can be used during the policy dialogue between GoU and development partners.

The NGO Protos is promoting a better access to drinking water, sanitation and water for (agricultural) production in the region around Lake George. The general objectives of providing drinking water and promoting hygiene and sanitation are to improve the health conditions of the people. Preventive reduction of waterborne diseases helps to reduce curative health costs. On the other hand, bringing knowledge on hygiene, sanitation and environment issues has to be integrated in education programs to be fully effective. In that way, actions of Protos are fully complementary to the focus of the Belgian bilateral cooperation.