



**ANNUAL REPORT 2014
STUDY & CONSULTANCY FUND
TAN 01005**



Some participants to the SCF JLPC meeting of 7th February 2014 at BTC Offices Dar es Salaam

MARCH 2015

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Acronyms

BI	Beneficiary Institution
BTC	Belgian Development Agency
CDTI	Community Development Training Institute
IDCP	Indicative Development Cooperation Programme
IGA	Income Generation Activities Project
JLCB	Joint Local Consultative Body
LED	Local Economic Development
LGAs	Local Government Authorities.
LUP	Land Use Plan
M&E	Monitoring and Evaluation
MAFC	Ministry of Agriculture Food Security & Cooperatives
MNRT	Ministry of Natural Resources and Tourism
MOF	Ministry of Finance
NRM	Natural Resources Management
PO	Programme Officer
SCF	Belgium Tanzanian Study and Consultancy Fund
TOR	Terms of Reference
TSHTDA	Tanzania Small Holder Tea Development Agency
UDSM	University of Dar es salaam.
WMA	Wildlife Management Area
ZAWA	Zanzibar Water Authority

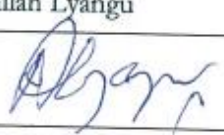
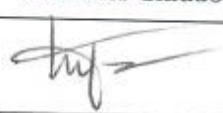
1 Intervention at a glance

1.1 Intervention form

Intervention name	Belgium Tanzanian Study and Consultancy Fund
Intervention Code	01005
Location	Tanzania
Budget	3.620.000 Euro
Partner Institution	Ministry of Finance
Date of implementation Agreement	06/12/2001
Duration (months)	12 years
Objective	Financing studies and consultancies in the priority sectors, preparatory studies in the context of Belgian Tanzanian cooperation programme, and implementation of the Paris Declaration.

1.2 Budget execution

Total Budget	Expenditure in 2014	Total expenditure	Disbursement rate	Balance
3.620.000 €	620,950	2,104,030	58%	1,515,980

National execution official¹ Abdallah Lyangu	BTC execution official² Cranmer Chiduo
	

2 Context

2.1 General context

Describe any important general contextual elements that have had an important influence (positive or negative) on the intervention. These events should have occurred during the reporting period and can relate to changes in institutional contexts, sector policies, decentralisation and deconcentration policies, major political events, etc. Limit yourself to the description of key evolutions during the reporting period, if any.

Max length: 250 words

The year 2014, has been a year of significant changes to the SCF. A new Development Cooperation Program (DCP) was agreed between Belgium and Tanzania. It identified Water and Agriculture as the new priority sectors. NRM and Local Governments will be treated as crosscutting sectors /transverse themes and hence will continue receiving some attention in the new DCP. SCF has endeavoured to direct its support along the lines of DP. The new DCP created the need to fund Identification studies for the 2 new projects in Kigoma, this resulted into an immediate expenditure of some Euro 80,000 for the SCF.

In June 2014, BTC Resident Representative Mr. Vincent Vercruyssen who is the co-authorizing officer of the SCF finished his term in Tanzania and was transferred to another country. However he was replaced by the new BTC resident representative Mr. Tom Smis. The transition from the old to the new created a small gap that resulted into some delays in implementation of SCF. Moreover, the Head of Cooperation and the Attaché at the Belgian Embassy ended their terms in Q3 and were replaced by new ones. So to speak, the 2 significant figures in SCF from the Belgian side were all changed.

2.2 Management context: execution modalities

Assess the effects (positive or negative) of the execution modalities on the advancement of the intervention. Provide a score (Very Appropriate, Appropriate, Not appropriate, Not appropriate at all) and comment on the attributed score (current situation, strengths, weaknesses, influence on the progress of the intervention). Limit yourself to the description of key evolutions during the reporting period

Max length: 250 words

SCF continues the use of partner's procurement procedures which results into significant delays in starting up approved studies.

Some consultancies, especially those not demanding heavy involvement of the beneficiary institutions, were implemented quickly.

The dissemination of the Manual of Procedures for the Fund to the priority sector ministries has contributed immensely to the Fund receiving reasonable proposals from the sectors. However, it seems there will be no end in receiving poor and irrelevant proposals, requesting for support in material investments or proposals from consulting firms expressing their intention of supporting certain communities.

Ownership of the support by the benefitting institution has been enhanced by involvement of the institutions in the tendering process for selection of the consultants. However, complications in concluding the exercise has delayed the starting of the consultancies.

Contracting of the consultants by SCF has reduced some of the eminent complications. Witnessing of contracts by benefitting institutions when they are large public institutions has complicated, perhaps by the fact that they have to go through a legal advice system before the management can commit itself.

Supervision of the study or consultancy by the benefitting institution to ensure achievement of the objects is important and well accepted by the clients, however, the institutions face challenges in the modalities for meeting the expenses. It follows that in order to enhance more efficiency, a budget for supervision has been embedded in the approved amounts.

The requirement for the consultants to report use of funds with original receipts is unusual for most consultants. Its astonishing that many consultants are quite ignorant in financial reporting. Contracting on lumpsome bases for studies with little risks will be followed

The increase in the number of studies and consultancies being implemented that has continued in 2014. In May 2014 a total of 10 more studies and consultancies were approved. A total of 22 were under implementation out of which 12 were completed, 4 are ongoing and 7 will be started in 2015. A total of 1,585,000 Euro are committed for the studies. Todate, out of the 3,620,000 for SCF, a total of Euro 2,104,030 representing 58% of the total budget has been spent. A total of Euro 718,800 remains uncommitted.

Generally the execution modalities is **APPROPRIATE**.

2.3 Harmo-context

*Describe how other actors influenced the intervention and vice versa: harmonisation initiatives with other development actors (or other BTC interventions), the alignment with partner strategies, ownership by the partner. Limit yourself to the description of key evolutions during the reporting period
Max length: 250 words*

The requirement for selection of consultants by benefitting institution through open tendering is a capacity building experience. Most institutions have only a shortlist of regular consultants through which all outsourcing is managed. SCF has supported some partners to take up a procurement process that is agreeable with the SCF.

SCF has continued to support some partners in strategic directions. It has agreed to support a Smallholder Tea Development Agency to make a feasibility study on introduction of Tea to small holder farmers in Kigoma region.

SCF has made synergies with other BTC funded projects in Tanzania enabling them to engage into processes that were outside the scope of the projects but would promote more impact of the project. The DSM community water project (Maji Yetu Project) has been supported to hire an international consultant to support the project to develop and implement an exit strategy for the project. A beekeeping project has been supported to assist MNRT in reviewing of the Beekeeping policy in Tanzania.

3 Analysis of Progress

3.1 Studies

3.1.1 Progress of studies

SN	Title of Study/Consultancy	ID No.	Amount Approved (<i>'000 Euro</i>)	A	B	C	D	Comments (only if the value is C or D)
1.	Climate change adaptation and mitigation strategies	28	100,000		x			
2.	Training to enhance capacity of LGAs in NRM planning	31	100,000		x			
3.	Zanzibar Water Authority	34	150,000	x				
4.	Njombe Region: Strategic and action planning	35	60,000	x				
5.	RAS Kilimanjaro Social and economic investment profile	41	30,000	x				
6.	DSM TA Water & Sanitation	42	140,000		x			
7.	MNRT Beekeeping policy review	43	35,000	x				
8.	ACT BRN workshop	44	30,000	x				
9.	ZNZ MOF Big Results Now	45	70,000			x		Consultant selected
10.	PRIDE RFW Microfinance to rural areas	46	75,000		x			
11.	MOF Aid Management Platform Capacity building	47	80,000	x				
12.	FZS Selous Elephant Aerial Survey	48	15,000				x	Client non responsive
13.	PMO RALG M&E Framework	49	80,000				x	Public procurement process
14.	African deltas conference	50	10,000	x				
15.	Identification SAKiRP	51	40,000	x				
16.	Banana organisational support	52	100,000				x	Public procurement process
17.	PFGs Coordination in Kagera Region	53	120,000				x	Public procurement process

18.	1 st Apimondia symposium	54	115,000	x				
19.	Identification WASKiRP	55	40,000	x				
20.	Feasibility Study TSHTDA	56	50,000				x	Client scaling down plan
21.	Land survey Buhigwe	57	130,000				x	Public procurement process
22.	Production of Banana video	58	15,000	x				

- A: completed in year N
 B ongoing
 C in preparatory phase: preparation going as planned (writing ToR, procurement procedure, etc.)
 D planned but delayed

3.1.2 Analysis of studies completed

<For every Study that has been completed during the reporting period: fill in a box like the one underneath. You can just copy paste the box for every study. Be succinct>

Title of Study: (28)	Climate change adaptation and mitigation strategies
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Sengerema District Council received the consultancy to support the district council and the communities in implementing strategies in adaption to climate change and mitigate the effect of climate change
<i>Have the studies been used as intended?</i>	The study was conducted successfully. Communities were aware of the climate change issues including the meaning, reasons, effect and ways of mitigating the effects. The above included use of fuel saving stoves, tree nurseries, biogas, solar systems. The systems were established in the communities.
<i>To what did the study contribute?</i>	Created awareness among communities and assisted in establishing access to the various energy saving initiatives.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Sengerema district is in dire need for source of fuel. Another project had supported some communities in solar gadgets before. When this project started, communities were already prepared to try out new ways of life.

Title of Study: (34)	Zanzibar Water Authority
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Zanzibar Water Authority (ZAWA) proposed a study on control of water losses and reduction of non-revenue water.
<i>Have the studies been used as intended?</i>	ZAWA hired an international water systems management company to

	undertake the study in Zanzibar town. The study was conducted successfully.
<i>To what did the study contribute?</i>	The study exposed the extent of the water losses and revenue collection problem in study area. It has given an insight on the possible ways of tackling the situation
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Water is considered as a service which ought to be supplied by the government for free. Unfortunately some key political figures are part of this thinking. It follows that implementation of solutions to reduce non-revenue water will meet fierce opposition because it will mean people paying more of denied water if they don't pay.

Title of Study: (35)	Njombe Region: Strategies and Action Plan for Economic Investments
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Njombe Region started in 2013. The study aimed at assisting the region to develop a strategic plan for economic investments in the region.
<i>Have the studies been used as intended?</i>	The study was done by reputable external consultant (ESRF). The study was completed successfully.
<i>To what did the study contribute?</i>	The study profiled the investment opportunities in the region which shall be useful for any interested parties.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study took on board very senior leaders in the Tanzania including Ms. Anna Makinda the current speaker of the national assembly. It follows that the study was well supported by the regional authority and its results will be put to use with deserving seriousness.

Title of Study: (41)	RAS Kilimanjaro Social and Economic Investment Profile
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	A proposal from RAs Kilimanjaro sought to acquire the support of external consultants in developing a social and investment profile of the region.
<i>Have the studies been used as intended?</i>	MUCCOBs were hired to undertake the study. A nice booklet was produced
<i>To what did the study contribute?</i>	The study resulted into putting enough information for investment in the region available in one document. The document has been uploaded into the Regions website.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	During the study there was a zonal investment forum. Kilimanjaro used information from the study to participate more fully and effectively into the forum. So before the study was completed already it received good audience.

Title of Study: (43)	MNRT Beekeeping Policy Review
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MNRT required the validation of the drafted beekeeping policy in regions before it could finally be adapted.
<i>Have the studies been used as intended?</i>	With resources from the SCF, the ministry managed to hold zonal workshop bringing together a few regions at a time to discuss and validate the drafted policy.
<i>To what did the study contribute?</i>	The study will enable the approval of the new policy.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Another BTC supported project in Kigoma seeks to support MNRT with policy formulations and reviews. This study contributes to the attainment of the objective of another project.

Title of Study: (44)	ACT BRN Workshop
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Agriculture Council of Tanzania (ACT) convened a workshop in the private agriculture sector in Tanzania to discuss issues of Big Results Now and how the private sector can contribute to the results of BRN.
<i>Have the studies been used as intended?</i>	A workshop was conducted for key payers in the agric sector. The study co-funded the workshop which was very successful.
<i>To what did the study contribute?</i>	The workshop was conducted successfully
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	Agriculture sector chosen as one of the priority sectors of the Belgian development cooperation.

Title of Study: (47)	MOF Aid Management Platform Capacity Building.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MOF requested to support its staff and staff of development partners and ministries i.e. all involved in Aid management platform to receive training on how to manage the affairs of the platform.
<i>Have the studies been used as intended?</i>	A facilitator was hired and trainers were engaged to undertake the training.
<i>To what did the study contribute?</i>	The intended staff were trained. Reports of the training produced and submitted
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	AMP is a network based system. Challenges on its efficient use are more than that of knowledge and skills.

Title of Study: (50)	African Deltas Conference.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The MNRT and TFS sought to support the organisation of a conference in Dar es salaam on African deltas.
<i>Have the studies been used as intended?</i>	The workshop was conducted successfully, and was well covered by mass media before and after.
<i>To what did the study contribute?</i>	SCF co-funded the conference especially on services of mass media during the conference.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	A BTC expert on communication participated fully in the conference hence contributed to good use of SCF support

Title of Study: (51)	Identification of SAKiRP
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	SCF supported the Identification of a new project in agriculture sector as foreseen in the new DCP.
<i>Have the studies been used as intended?</i>	External consultant were hired who supported the MAFSC in doing the detailed identification study for the project
<i>To what did the study contribute?</i>	The Identification study was validated and approved by all parties and was the bases for the formulation of the new project in the agriculture sector for Kigoma region.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study was revealed a lot of information regarding agriculture development in Kigoma region. The meetings done during the study has triggered the need for close collaboration between the various players.

Title of Study: (54)	1st Apimondia Symposium
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MNRT organised a 1st Apimondia in Africa that was held in Arusha Tanzania. The ministry requested to conduct several studies, findings of which could inform the apimondia.
<i>Have the studies been used as intended?</i>	An External consultant was hired to support the MNRT in supervising the studies which were done by beekeeping experts in the country. The studies were well done and all were presented to the workshop as intended
<i>To what did the study contribute?</i>	The studies has contributed to the body of knowledge on Beekeeping in Tanzania.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The holding of Apimondia conference was a good thing to Tanzania. It brought together a great number of beekeeping experts from around the world. A DCP project on Beekeeping also participated very actively, they learnt a lot from the workshop.
Title of Study: (55)	Identification of WASKiRP
<i>Describe, in a few sentences, for who the study was organised, and what it was</i>	SCF supported the Identification of a new project in Water sector as foreseen in the new DCP.

<i>about</i>	
<i>Have the studies been used as intended?</i>	External consultant were hired who supported the MoW in doing the detailed identification study for the project
<i>To what did the study contribute?</i>	The Identification study was validated and approved by all parties and was the bases for the formulation of the new project in the Water sector for Kigoma region.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The study has given a comprehensive picture of the water supply in Kigoma region. It informs other water development initiatives in the region.
Title of Study: (58)	Production of Banana Video
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Banana project in Kagera region was under DCP. The need for documentation of the successes of the project came from within the DCP. A high quality video was produced that can be aired in TVs in a very efficient way and with best results.
<i>Have the studies been used as intended?</i>	Professional video making organisation was recruited to undertake the assignment. The work was completed successfully.
<i>To what did the study contribute?</i>	The video on Banana improvement in Kagera region has contributed to the awareness of Belgian communities on the impact of development aid.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	The video can be used in Tanzania as a sensitization tool on the need for investments in improvements in agricultural production and marketing. Such investments have a very strong impact in changing lives of people and their communities

3.2 Expertise

3.2.1 Progress of expertise

Progress of expertise¹	A	B	C	D	Comments (only if the value is C or D)
An international expert for a BTC funded Dar es Salaam Community Water project to manage an exit strategy		B			

¹ A: Expertise completed in year N
B: Expertise ongoing
C: Expertise in preparatory phase: preparation going as planned (writing ToR, procurement procedure, etc.)
D: Expertise planned but delayed

3.3 Budget execution

Add – in annex – the “Budget versus current (y – m)” Report, which includes the data up to 31/12/2014, and refer to the annex here. Comment briefly on this financial report if relevant.

Progress of implementation is very close to the planned mainly because the Fund managed to fund more projects than earlier envisaged.

3.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score² to the following criteria

Relevance: The degree to which studies and expertise are in line with local and national priorities

Efficiency: Degree to which studies and expertise have been executed on time and on budget.

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

Criteria	Score
Relevance	A
Efficiency	B
Effectiveness	A

3.5 Risk management

Provide the evolution of risks³ and how they have been managed. Identified risks consist of risks emanating from the TFF and significant risks that have been identified during the implementation of the intervention. Risks can also be identified during the Annual reporting.

- *Describe the risk*
- *Score the probability that the risk might occur: High, Medium, Low*
- *Score the impact if the risk would occur: High Medium, Low*

If a risk is attributed with a High or very high score, detail the measures that have been taken/will be taken and indicate the person/actor responsible.

The major risks identified are described below:

²

- A: Very good performance
- B: Good performance
- C: Performing with problems, measures should be taken
- D: Not performing/ having major difficulties: measures are necessary

If a criterion cannot be assessed (e.g. because the intervention has only just started), attribute the criteria with an 'X' score. Explain why the criterion has not been assessed.

³ Limit yourself to Development Risks, Reputational Risks

1. Long delays emanating from slow response by the BI upon realisation that an external consultant will be contracted to facilitate instead of the employed staff. Delays have been observed during tendering for the recruitment of the consultants, delays in witnessing the consultant contracts and even delays in implementing the activities which in one way or the other have to be implemented by the BI. Such studies have requested for non budgetary extension of time.

To mitigate the risk, the Fund will propose longer contract durations and make a closer follow up with the BIs that they play their part.

2. There is ever a lingering risk that a study doesn't contribute enough to the BI. The risk is likely to happen when consultants are contracted in such a way that from the start until such a time that they submit a final report very little consultation is possible with the BI.

To mitigate the risk all contract will be made in such a way periodic sessions for feed backs are integral part of the contracts.

3. Poor financial reporting is a risk because most consultants employed who are well skilled, available and affordable are not backed by sufficient financial management system within their organisations. Mostly these consultants are hired to deliver an output without a requirement for stringent reporting.

To mitigate the risk, the fund will undertake rigorous scrutiny of the proposed budgets and offer contracts against outputs with limited requirements for financial reporting.

4 Steering and Learning

4.1 Action Plan

On the basis of the data and analysis above, formulate actions to be taken (/decisions to be taken) These can be both strategic as operational.

SCf will endeavour to create more awareness and support institutions in the priority sectors of DCP to utilise the facility in improving efficiency in their institutions. SCF will support the institutions to develop proposals that are in line with the objectives of this fund.

Recruitment of consultants will continue to follow the public tendering procedures in order to remain with the requirements of both the government of Tanzania procedures and the requirements of the belgian government. As much as possible the use of open tendering will be applied.

A more rigorous followup with beneficiary institutins will be made so that to speed up the process of recruitment of consultants.

As much as possible contract shall be given in lumpsome amounts related to outputs with details just enough to make a good monitoring.

4.2 Lessons Learned

Capture important Lessons Learned from the intervention's experience. Lessons Learned are new insights that must remain in the institutional memory of BTC and partners.

Lessons learned	Target audience
<i>Description of the lesson learned.</i>	<i>The audience that may be interested in the lesson learned.</i>
Costs are involved in monitoring and follow-up by supervising officer/institution. A small proportion of the contract with the consultant can be granted to the beneficiary organisation.	JLPC, other donors.
A standard for reporting would improve the quality of final reports for convenience in sharing extensively	JLPC

5 Annexes

5.1 “Budget versus Current (yn-1) Report

Provide “Budget versus current (y – m)” Report (this can be annexed to this document and doesn't have to be included in the report as such.)

5.2 Decisions taken by JLCB and Follow-up

Provide an overview of the important strategic decisions taken by the JLCB and the follow-up of those decisions since the beginning of the intervention.

- Strategic decision:* Thresholds extensified Euros10,000 to 150,000
Period of Identification: Last JLPC
Action: New approvals have considered the new levels.
- Strategic Decision:* Brochures for Awareness Creation
Period of identification: Last JLPC
Action: Brochures are in the final stages will be ready by Q1 2014
- Strategic Decision:* Awareness creation in sector ministries
Period of identification: Last JLPC
Action: SCF met PMO RALG Directors in Dodoma. As a result several proposals have been received from the ministry.
- Strategic Decision:* A focal person for representing the sector ministries in the JLPC
Period of identification: Last JLPC
Action: PMO RALG and MNRT attended in the JLPC meeting of February 2014.