



ANNUAL REPORT STUDY AND EXPERTISE FUND 2013

INTERVENTION TAN01005



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

ACRONYMS	3
1 INTERVENTION AT A GLANCE	4
1.1 INTERVENTION FORM.....	4
1.2 BUDGET EXECUTION.....	4
2 CONTEXT	5
2.1 GENERAL CONTEXT	5
2.2 MANAGEMENT CONTEXT: EXECUTION MODALITIES	5
2.3 HARMO-CONTEXT	6
3 ANALYSIS OF PROGRESS MADE.....	8
3.1 STUDIES.....	8
3.1.1 <i>Progress of studies</i>	8
3.1.2 <i>Analysis of studies completed</i>	9
3.2 EXPERTISE	12
3.2.1 <i>Progress of expertise</i>	12
3.3 BUDGET EXECUTION.....	12
3.4 QUALITY CRITERIA	13
3.5 RISK MANAGEMENT.....	13
4 STEERING AND LEARNING	15
4.1 ACTION PLAN	15
4.2 LESSONS LEARNED.....	15
5 ANNEXES.....	16
5.1 “BUDGET VERSUS CURRENT (Y – M)” REPORT	16
5.2 DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP	16

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 2013	Total expenditure	Disbursement rate	Balance
3.620.000 €	634,080 €	1,483,080 €	39%	2,136,930 €

National execution official ¹ Abdallah Lyangu	BTC execution official ² Cranmer Chiduo

¹ Name and Signature

² Name and Signature

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 increase in the number of studies and consultancies being implemented started in 2012 and has continued in 2013. In 2013 a total of 24 studies and consultancies were approved, 16 were under implementation out of which 9 were completed. The remaining 8 will start in 2014. A total of 1.628,500 Euro are committed for the studies. To date, out of the 3,620,000 for SCF, a total of Euro 1,483,000 representing 41% of the total budget has been spent. In other words, out of the 3.0m Euro added in 2010 a total of 1,533.00 Euro (50%) is committed.

The dissemination of information to create awareness of the Fund after approval of the Manual of Procedures in 2012, paid off tremendously. The sector ministries responded positively by submitting good proposals from within their sectors. Two proposals from MNRT and one from PMORALG were approved in 2013, while others were submitted towards the end of the year and will be considered in 2014.

Some consultancies, especially those not demanding heavy involvement of the beneficiary institutions, were implemented quickly. However, a total of 7 consultancies had delays that necessitated extension of the contracts.

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*

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 would need to be embedded in the contract and a small token set aside.

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.

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.

The dissemination of manual of procedures that provides a guideline on developing concept notes has been quite useful. Better concept notes are developed and submitted to SCF and elsewhere.

SCF has managed to support some partners in strategic directions. For example a Smallholder Tea Development Agency has been supported to develop its mid-term strategic plan; and MNRT has been supported to review its beekeeping policy.

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. Districts supported by IGA project were supported to undertake their Districts Local Economic Development strategies. 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.

The requirement by SCF for intermediate reporting before conclusion of consultancies has enhanced a sense of accountability to both the consultants and the clients in terms of the frugal use of resources and documentation.

3 Analysis of Progress

3.1 Studies

3.1.1 Progress of studies

SN	ID No.	Title of Study/Consultancy	Amount Approved (‘000 Euro)	A	B	C	D	Comments (only if the value is C or D)
1.	26	Promotion of Participatory NRM in Kilosa District	60,0	X				Completed
2.	27	Land use Planning in Longido	100,0	X				Completed
3.	28	Climate Change Adaptation Sengerema	100,0		X			Slow response from the district
4.	29	Training Programme in Good Governance	50,0	X				Completed
5.	30	Workshop Midterm Strategic Plan TSHDA	30,0	X				Completed
6.	31	Training Enhance Capacity in NRM Planning	100,0		X			Delays in reporting by Consultant
7.	32	Identification of DeNRM Project	17,5	X				Completed
8.	33	TOR Study Aid Modalities	1,0	X				Completed
9.	34	Zanzibar Water Authority	150,0			X		ZAWA delay in witnessing contract
10.	35	Njombe: Strategic & Action Planning	60,0		X			On going
11.	36	Capacity Building for WMA CDTI	45,0	X				Completed
12.	37	TSHTDA Small and Medium Scale Tea Processing	70,0		X			Approved in December 2012
13.	38	IDCP Implementation Assessment	15,0		X			Ongoing
14.	39	LED in IGA Districts	150,0	X				Completed
15.	40	TSHTDA Strategic Planning	30,0	X				Completed
16.	41	RAS Kilimanjaro Region	30,0		X			Requested extension
17.	42	DSM Water & Sanitation TA	140,0		X			On track
18.	43	MNRT Beekeeping Policy	35,0		X			On going
19.	44	ACT Stakeholders Workshop	30,0				X	Starting
20.	45	ZNZ MOF Big Results Now	70,0				X	Recently approved
21.	46	PRIDE RFW Microfinance	75,0				X	Recently approved
22.	47	MOF : AMP Capacity Building	80,0				X	Recently approved

23.	48	FZS Elephants Aerial Survey	15,0				X	Recently approved
24.	49	PMO-RALG M&E Systems	80,0				X	Recently approved
		Total	1.628,5					

- ¹
- 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: (1)	Promotion of Participatory NRM in Kilosa District
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Kilosa District Council received the consultancy to develop the capacity of the district council staff and of the communities on participatory ways of planning and implementation of NRM in the district.
<i>Have the studies been used as intended?</i>	The study was conducted successfully. Communities with serious conflicts in use of NR managed to agree on amicable ways forward.
<i>To what did the study contribute?</i>	Conflict resolutions, NRM plans, communities organised to implement NRM plans.
<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>	Pilot villages went into serious participatory planning learning the serious conflicts from neighbouring villages that are not in the pilot project.

Title of study: (2)	Land use Planning in Longido
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Longido district council requested the support of external facilitators in Land use planning for the few villages that remain without LUPs
<i>Have the studies been used as intended?</i>	Consultants facilitated the participatory land use planning in the villages and produced reports that shall be used by the villages to request for formal registration by the Ministry of Land, Housing and settlements.
<i>To what did the study contribute?</i>	The study has taken the process of ensuring registration of the village land use plans. With LUPs land will be used and well managed for sustainability and equitable utilisation. The impact is better use of land resources and fewer land use conflicts
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How</i>	Another Belgian funded project will support pastoralists villages in Longido and support implementation of the LUP developed by the SCF.

<i>did they impact the study or the use of the study?</i>	
---	--

Title of study: (3)	Training Programme in Good Governance to LGAs
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	PMORALG requested UDSM department of Political science to develop training materials and pilot train a few LGAs on governance in order to increase good governance. Training was done to a few districts in Kigoma and Katavi regions
<i>Have the studies been used as intended?</i>	The training was done to the districts as planned.
<i>To what did the study contribute?</i>	Training programme to districts on issues of good governance was tested and revised.
<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>	In Kigoma, leaders from Kasulu district realised that participants from the municipal council were more knowledgeable on governance issues, then they realised that they received this capacity building. Kasulu wrote to BTc to request a similar training. Fortunately the training was provided by another BTC project providing capacity building through Scholarships.

Title of study: (4)	Workshop Midterm Strategic Plan TSHDA
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Workshop for developing midterm strategic planning for the Tanzania Smallholders Tea Development Association
<i>Have the studies been used as intended?</i>	The strategic plan has been developed ready to be promoted to a wide range of stakeholders for soliciting participation.
<i>To what did the study contribute?</i>	The association of smallholder farmers now has a midterm development strategy
<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 influenced some other institutions to develop similar proposals. In a short run, the direction of more of these associations will be more focused.

Title of study: (5)	Identification of DeNRM Project
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	DeNRM project is part of the Belgian Tanzanian IDCP. The study aimed at supporting MNRT to manage a quality identification of the project
<i>Have the studies been used as intended?</i>	The identification study was completed successfully and guided the formulation of the new project.
<i>To what did the study contribute?</i>	The study contributed to the formulation of the new project.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	What started as a pure NRM project ended up being a way to support Local economic development.

of the study?	
---------------	--

Title of study: (6)	TOR Study Aid Modalities
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MOF required the services of a consultant to develop ToR for a study of assessing the various modalities for development aid in Tanzania.
<i>Have the studies been used as intended?</i>	The ToR were developed and submitted to MoF.
<i>To what did the study contribute?</i>	To the knowledge of the status of performance of the various Aid modalities 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 study on developing the ToR revealed that many studies have been done by other institutions that gives a picture of the achievements and challenges faced by the various modalities. A review in the near future might be needed.

Title of study: (7)	CDTI Capacity Building for WMA
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	CDTI Tengeru was contracted to train a the communities engaged in management of a WMA in Arusha.
<i>Have the studies been used as intended?</i>	The consultants trained the various stakeholders in the WMA community including villagers, village government leaders, political leaders and WMA managers on Financial management and good governance.
<i>To what did the study contribute?</i>	The WMA is in better hands. Conflicts on the use and management of the NR minimised.
<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>	Several other WMA have made proposals to request for such capacity bulding.

Title of study: (8)	Local Economic Development Strategies in IGA Districts.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Districts supported bu IGA project required a support in developing district strategies on LED. Consultants from Muccobs were contracted to give the required facilitation closely supervised by IGA.
<i>Have the studies been used as intended?</i>	The 6 districts involved managed to develop district strategies to enhance LED in the districts.
<i>To what did the study contribute?</i>	The study enlightened the districts on the need and possibility to organise locally for LED.
<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>	LED process was intensive and very involving. It brought together all senior leaders in the districts and the regions. A rich cross fertilisation of ideas in the various encounters has opened doors for dialogues within the districts and at regional level.

Title of study: (9)	TSHTDA Strategic Planning
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	TSHTDA requested for a consultant to support the development of the medium term strategic plan for the organisation.
<i>Have the studies been used as intended?</i>	The consultants facilitated the processes until final conclusion and the final report submitted in good order.
<i>To what did the study contribute?</i>	The strategic planning process managed to put the various stakeholders in the same footing and same vision regarding development of the Tea industry 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>	Further steps have been identified that will move ahead the implementation of the strategy.

3.2 Expertise

3.2.1 Progress of expertise

Progress of expertise ³	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			

3.3 Budget execution

Add – in annex – the “Budget versus current (y – m)” Report, which includes the data up to 31/12/2013, 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 that earlier envisaged.

³ 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

3.4 Quality criteria

On the basis of the elements above, attribute a simple A, B, C or D score⁴ 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 risks⁵ 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:

1. Long delays emanating from slow response by the BI upon realisation that aexternal consultant will be contracted to facilitate instead of the employed staff. Delays have been obsered 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.

4

- 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.

⁵ Limit yourself to Development Risks, Reputational Risks

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.*

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: A letter informing the Ministries has been written, response is waited.