



**STUDY & CONSULTANCY FUND
TAN 01005
ANNUAL RESULTS REPORT 2017**

MARCH 2018

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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
JLPC	Joint Local Partners Committee
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
MOFP	Ministry of Finance & Planning
NRM	Natural Resources Management
PO	Programme Officer
PMO-RALG	Prime Minister's Office Regional Administration & Local Governments
PO- RALG	President's Office Regional Administration & Local Governments
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

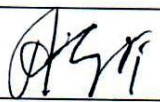
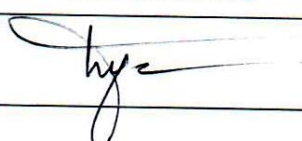
1 Intervention at a glance

1.1 Intervention form

Intervention name	Belgian Tanzanian Study and Consultancy Fund
Intervention Code	01005
Location	Tanzania
Budget	3.620.000 Euro + 260.42 = 3,880,420 Euro
Partner Institution	Ministry of Finance
Date of implementation Agreement	06/12/2001
Duration (months)	12 years + 2 years +2 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	Exp. 2017	Total expenditure	Disbursement rate	Committed Balance	Uncommitted Balance
3,880,420	94,990.00	2,706.93	68%	70,000.00	1,103,49.00

National execution official¹ Melckzedek Mbise	Enabel execution official² Cranmer Chiduo
	

2 Context

2.1 General context

Tanzania continued experiencing a new leadership style from President John Magufuli of fighting corruption, embezzlement of public funds, tax evasion, forgeries and laziness. The slogan of “hapa kazi tu” in Kiswahili meaning “Business unusual” inspired the way of conducting business in the public sector. Moreover, the decision to shift the capital to Dodoma had an effect on communication between development partner’s offices still in Dar es Salaam and the government offices that have already shifted to the new capital.

In 2017, the ideals protracted in 2016 continued to prevail. The restrictions on local and foreign travels by government officials, holding of meetings, workshops and seminars in expensive hotels, and sitting allowances which have been a contentious issue between government and Development partners remained in the blacklist.

The above situation has affected SCF both positively and negatively; positively because, it has been much easier to negotiate modest budgets for implementation of studies and consultancies than has been the case. Negatively, because public servants have become less willing to participate in intricacies of implementation of studies/consultancies outside the mainstream system, unsure whether what they will be doing may be considered right or wrong.

BTC has changed its name to be in line with its revised mandate. The new name as from 1st January 2018 shall be Enabel denoting the Belgium’s mission of enabling partners to manage better.

2.2 Management context: execution modalities

There has been very little implementation in 2017. Four studies started in 2016 were completed in early 2017. One study on a feasibility study for construction of stone paved roads in Kigoma was approved late in 2017, will be started in 2018 Q1.

SCF still haunted by long delays in the process used in procuring of consultants in the past, since 2016 had approved the use of a Special tender committee for each study in order to fast track procurement in the Tanzania public procurement system.

Generally the execution modalities is **APPROPRIATE**.

2.3 Harmo-context

SCF has funded a consultancy for the ministry of finance and Planning to train Local Government Authorities and the regional secretariat in Kigoma on Investment projects management. The training was using a manual that was developed by UDSM

and used to train already several other regions.

SCF continued to support the ongoing DCP with specialised studies to help projects in the DCP to reach better results. It has supported hiring of experts to conduct training of WCAs in Maji Yetu project. To prepare Kigoma region for management of investment projects in the Tanzanian Second Five Year Development Plan (FYDPII) the Tanzanian ministry of finance and Planning requested utilisation of SCF to facilitate training of Regional Secretariat and LGAs in Kigoma. Ministry of Natural resources and Tourism requested the support of SCF to cofinance a backstopping mission by RAMSAR Secretariat to KILORWEMP project.

3 Analysis of Progress

3.1 Studies

3.1.1 Progress of studies

SN	Title of Study/Consultancy	ID No.	Amount Approved (Euro)	A	B	C	D	Comments (only if the value is C or D)
1.	PRIDE RFW Microfinance to rural areas	46	75,000		X			Closure notice
2.	Banana organisational support	52	100,000	X				
3.	PFGs Coordination in Kagera Region	53	120,000	X				
4.	WCA Training	59	40,000	X				
5.	Ramsar Advisory	62	50,000	X				
6.	MoF Planning	61	40,000	X				
7.	KMC TARURA	64	70,000			X		Approved Nov 17
TOTALS			495,000					

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

Title of Study: (52)	Banana Organizational support
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Kagera regional secretariat requested for SCF support to hire a consulting firm to facilitate organisational capacity building of Ndizis company to provide better services to Banana farmers on post harvesting technology and marketing.
<i>Have the studies been used as intended?</i>	A private firm was hired to do the facilitation. Capacity building of Ndizis company was done.
<i>To what did the study contribute?</i>	The consultant hired by SCF supported the project in technical aspects as well as managerial aspects of the project. Ndizis company leadership was installed and trained for effective

	performance. Two centres for processing and marketing were established. One at Muleba and the other at Karagwe.
<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 aim of developing the capacity of Ndizis company to process and market banana farmer's products was met with the industrialization drive of the new government. Ndizis leaders are vigilant in finding avenues of receiving support from the government in terms of sensitisation, training, and access to technology, machinery and working capital in order to offer better services to its members and clients.

Title of Study: (53)	PFGs Consolidation
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Kagera Regional Secretariat requested the support of SCF to Food security income generation groups established during Belgian supported Food security project in Kagera closed in 2013.
<i>Have the studies been used as intended?</i>	A consultant was hired who contacted capacity building training to the groups
<i>To what did the study contribute?</i>	The IGA groups for food security was taken a step ahead in working together and saving together in to develop an access to financial services.
<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>	Groups in Karagwe were linked to Kaderes a microfinance company. Groups in Bukoba and Muleba are accessing funds from the district councils fund for women and youth. The government is keen that the district councils fund for women and youth are used as intended. The groups in this study stands a better chance.

Title of Study: (59)	WCA Training and Coaching in Dar es Salaam.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Ministry of Water requested support of SCF to hire consultants that will conduct training and coaching of the Water Consumer Associations (WCA) established during the Maji Yetu Project in Dar es Salaam peri urban.
<i>Have the studies been used as intended?</i>	Two consultants were hired, these were the former Water engineering and Social engineering technical advisors with the Belgian funded water project. The advisors conducted training and coaching on use of operations and maintenance manual.
<i>To what did the study contribute?</i>	Training and coaching to new and old WCA leaders on O&M.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they</i>	DAWASCO took over management of 2 schemes. Investment on WCA training seems to have been affected.. However DAWASCO have hired some of the trained staff to continue managing the schemes esp. technicians and treasurers.

<i>impact the study or the use of the study?</i>	
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Title of Study: (61)	MoF Planning
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Ministry of Finance and Planning requested funds for facilitating consultants to conduct training to Kigoma Secretariat and the Local government authorities in Kigoma region on planning and management of investment projects
<i>Have the studies been used as intended?</i>	One week workshop was conducted which invited DEDs and planning officers from all districts in Kigoma and the departments in the Regional secretariat.
<i>To what did the study contribute?</i>	Hands on knowledge to planning and management of investments
<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 training was termed as being very useful to district leaders because majority were new in their positions and having worked outside the LGA systems have little experience. Therefore the training was timely and very useful.

Title of Study: (62)	Ramsar advisory mission to KILORWEMP
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Ministry for Natural Resources and Tourism requested SCF support to enable Ramsar secretariat undertake advisory mission to the Kilombero river valley Ramsar which is part of the KILORWEMP a Belgium funded project.
<i>Have the studies been used as intended?</i>	Two consultants from Ramsar secretariat visited Tanzania, discussed recommendations with key stakeholders in the wetland management sub sector.
<i>To what did the study contribute?</i>	Ramsar secretariat made a number of useful recommendations on management of the Ramsar in Kilombero.
<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 place when the ministry of natural resources face severe encroachment of conservation areas. Recommendations of the study found a straight way to decision makers.

3.2 Expertise

3.2.1 Progress of expertise

Progress of expertise ¹	A	B	C	D	Comments

3.3 Budget execution

In 2017 implementation of the SCF was remarkable. Five consultancies were ongoing since 2016 and were completed in early 2017. The consultancy to PRIDE was closed due to non-performance.

3.4 Quality criteria

Criteria	Score
Relevance	A
Efficiency	B
Effectiveness	A

3.5 Risk management

The major risks identified are described below:

1. Delays in selection of consultant: The old system of using Tanzania public procurement procedures will be replaced by the use of Special Tender Committees. However all the three studies implemented in 2017 were through single sourcing. The STC will be applied in the subsequent studies.
2. Delays in supporting proposals at application stage or after approval stage due to BTC SPO being too occupied by the need to support other ongoing studies or projects. It's proposed that a full time projects assistant be recruited to assist in the needed follow-ups to the studies. This effect was not serious in 2017

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

because there were only a few studies to be followed up by SPO.

3. Inability to make effective monitoring the performance of studies: To mitigate the risk all contract will be made in such a way periodic sessions for feed backs are integral part of the contracts. This has happened in all new studies. Most studies are broken into several tranches between 4 and 7. Reports are expected before a subsequent tranche is disbursed. This was possible for WCA training and coaching consultancy because it was implemented over a relatively longer period (8 months). The two other studies were implemented in one phase over a period of 1-2 weeks only.
4. 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 has included as an annex to the contracts detailed instructions on requirements for financial reporting.

5. In 2017, 3 studies were completed, one was in closure process and only one new study was approved. The risk foreseen is that the SCF will have very few activities (dormant) for most part of the year. This will be discussed further during the next JLPC in February 2018.

All the above listed risks and its management identified in 2016 and 2017 were managed in 2017.

4 Steering and Learning

4.1 Action Plan

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 continues to support institutions to develop proposals that are in line with the objectives of this Fund.

Now with the agreed use of Special Tender Committees, SCF will be able to recruit consultants and start implementation withing short time after approval of proposals. In 2016 there has been no delays in recruitment of consultants.

Payment to studies by Mpesa system from BTC direct to workshop participants has eased handling of logistics and improved transparence. This has reduced the budden of accounting for expenditures by the consultats.

A standard for reporting would improve the quality of final reports for convenience in sharing extensively. Quality of consultancies completed in 2016 and 2017 was high.

A revision of the procedures manual agreed in JLPC of September 2015 was not done in 2016 nor in 2017, will be conducted in 2018.

All the above action points will hold true for 2018.

4.2 Lessons Learned

Lessons learned	Target audience
<i>Description of the lesson learned.</i>	<i>The audience that may be interested in the lesson learned.</i>
Conducting workshops in government premises away from expensive hotels has tremendously reduced the cost of studies and trainings eg. Big Results Now in Zanzibar in 2016.	JLPC

<p>Payment by Mpesa system from BTC direct to workshop participants has eased handling of logistics and improved transparency. This has reduced the burden of accounting for expenditures by the consultants. However, Enabel shall become more proactive to remove the few hitches still remaining in the cashless payment system.</p>	<p>Enabel</p>
<p>As much as possible Special tender committees shall be used to manage an open selection system. Whenever a single sourcing is the only way out, that shall be explicitly described.</p>	<p>JLPC</p>

5 Annexes

5.1 “Budget versus Current (yn-1) Report (in Euros)”

SN	Title of Study/Consultancy	ID No.	Amount approved	Amount actual spent
1.	PRIDE RFW Microfinance to rural areas	46	75,000	18,630
2.	Banana organisational support	52	100,000	80,000
3.	PFGs Coordination in Kagera Region	53	120,000	120,000
4.	WCA Training	59	40,000	38,000
5.	Ramsar Advisory to Kilorwemp	62	15,000	15,000
6.	MoF Planning Kigoma training	61	40,000	40,000
7.	KMC TARURA	64	70,000	0
TOTALS			460,000	311,630

5.2 Decisions taken by JLCB and Follow-up

- 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 have been distributed to sector ministries
- 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. JLPC to decide on the members to be invited in each meeting.
- Strategic Decision:* Use of Special tender committee made up of MOF, BTC Partner Institution and external expert

- Period of identification:* Last JLPC September 2015.
Action: The new procedure will be applied for the newly approved Studies.
6. *Strategic Decision:* Revision of the SCF procedures manual
Period of identification: Last JLPC September 2015.
Action: A proposal will be tabled to the next JLPC for approval before use.
7. *Strategic Decision:* No strategic decision during last JLPC.
Period of identification: Last JLPC November 2017.
Action: No action