

BTC



RESULTS REPORT 2013
INTERVENTION TAN1088811
INDIVIDUAL LEARNING FOR
ORGANISATIONAL DEVELOPMENT

FEB 2014

CONTENTS

1 INTERVENTION AT A GLANCE

- 1.1 PROJECT FORM
- 1.2 PROJECT PERFORMANCE
- 1.3 PROJECT EXECUTION
- 1.4 SUMMARY

2 ANALYSIS OF THE INTERVENTION

- 2.1 PROJECT CONTEXT
- 2.2 PROJECT OUTCOME
- 2.3 RISKS

3 TRANSVERSAL THEMES

- 3.1 GENDER
- 3.2 ENVIRONMENT
- 3.3 SOCIAL ECONOMY

4 STEERING AND LEARNING

- 4.1 ACTION PLAN

5 ANNEXES

- 5.1 ORIGINAL LOGICAL FRAMEWORK
- 5.2 UPDATED LOGICAL FRAMEWORK

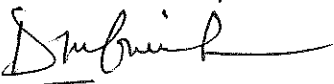
ACRONYMS


BI	Beneficiary Institution
BLS	Baseline Survey
CBP	Council Capacity Building Plan
DC	District Council
DED	District Executive Director
MNRT	Ministry of Natural Resources and Tourism
LGA	Local Government Authority
LGM	Local Government Management
NPC	National Project Coordinator
NRM	Natural Resources Management
JLCB	Joint Local Consultative Body
PMORALG	Prime Minister's Office for Regional Administration and Local Government
POPSM	President's Office Public Services Management
PMU	Project Management Unit
RS	Regional Secretariat
TNA	Training Needs Assessment

1.0 PROJECT SUMMARY

BASIC INFORMATION ON THE PROJECT

Country	Tanzania
Navision Code	TAN 1088811
National Number DGDC	NN3010237
Country	Tanzania
National or regional institution in charge of the execution	MoFEA
Agencies in charge of the execution	BTC
Number of BTC International cooperation experts	None
Duration of the project (according to SA/ EoL)	5 years
Start date of the project:	01/07/2013
End date of the project SA:	12/04/2017
Project management methods	Own-management
Project Belgian Budget	2,596,749.50 Euro

1. ELWANIE M. MBWILLO,
NATIONAL COORDINATOR,

24/2/2014

MARTIN PAUL KAROWELA
PROJECT COORDINATOR

24-02-2014.

1.2 PROJECT PERFORMANCE

Execution of the Year 2013 (July to December 2013)

1.2.1 Setting the project start up

A. Establishment of PMU

- i. National Coordinator - PO-PSM (Part time)
- ii. Project Coordinator –Outsourced (Full time)
- iii. Project Officer – BTC (Part time)

B. Initial notification of Ministries on the project start up

PO-PSM, MNRT, PMORALG, MoF

C. Review of Technical and Financial File TFF

During this quarter the Technical and Financial File (TFF) was reviewed. The review was done with contributions from BTC HQ, BTC Tanzania and members of PMU. The inputs of the review will be used during project implementation following approval of JLCB.

D. Initial familiarization visits

The PMU made initial visits to beneficiary District councils and partner Training Institutions. Objective of these visits was familiarization with the LGAs and selected TI

Meetings were done to the following areas

- i. BTC Projects:
 - Held meetings with ITAs for Local Government Reform, KILOWEMP, PPRA, IGA, and National Technical Advisors for the projects
- ii. Local Government Authorities' :
 - Meetings with the District officials at Kigoma MC, Kigoma DC, Kasulu DC, Kibondo DC, Mkuranga DC, Ulanga DC and Kilombero DC
- iii. Training Institutions:
 - Dar es salaam: ESAMI, Tanzania Institute of Accountancy, Mzumbe University
 - Morogoro: Sokoine University of Agriculture,
 - Dodoma: Hombolo Local Government Training Institute and Institute of Rural Development Planning.

E. First JLCB meeting

Conducted the First JLCB meeting on October 10, 2013, the JLCB meeting reviewed Q3 progress report and approved operational plans for quarter 4 2013

F. Baseline Survey

The Baseline survey was conducted in between November and December 2014.

The purpose of this Baseline survey was the following:

- i. Elaboration of the project Monitoring and Evaluation system, including validation of project indicators for the specific objective and results. This will form basis for the assessment of the performance and the progress of the intervention.
- ii. Strengthening of project effectiveness. The baseline will work out to ensure the project is in line with the national training strategy and policy
- iii. Strengthen project 'ownership'. The BLS will review how the project stakeholders will be involved and coordinated in the project implementation. The synergy of the scholarship project with other BTC Projects and ascertain potential project risks.

Baseline survey involved review of documents including the current training policy and guidelines and the training strategy. The team also conducted visit to a few selected LGAs and held a consultative meeting with key partners of the project.

The Baseline Report is in the review process. The Final Report is expected by mid of February 2014.

1.2.2 Analysis of Implementation of the Progress

i. Training Needs Assessment

The PMU has developed Terms of Reference for carrying out Training Needs assessment within Beneficiary institutions. The assessment will enable to identify gaps and enable Beneficiary institutions to develop training plans. The TNA is planned to take place during Q1 2014

ii. Training on Strategic Leadership and Good Governance to Councilors and District Officials for Kasulu District Council

During this quarter the project implemented training on strategic Leadership and Good Governance to Councilors and officials of the Kasulu District Council.

This training was pre-identified and requested by Kasulu District Council. The training was conducted to 184 officials of Kasulu District Council.

This training was conducted for 15 days in December 2-20, 2013. Participants were Councilors, Heads of Departments, Ward executive officers and Village executive officers. There were 6 training facilitators 3 from Local Government Training Institute Hombolo and 3 from Institute of Rural Development and Planning - Dodoma

The table below shows the Tentative Training work plan

S/N	Dates	Training Group	Classes
1	2- 6 December 2013	34 Heads of Department	1

		36 Councilors	1
2	9 – 13 December 2013	44 Ward Executive Officers	2
3	16 – 20 December 2013	70 Village executive Officers	2

iii. Assessment of training and Consulting Institutions

The Terms of Reference for carrying out assessment of training and Consulting Institutions has been developed. The assessment will enable Beneficiary institutions, establish database of the training providers and to assist Beneficiary organizations to develop training plans. The actual assessments will continue in during Q1 2014

iv. Coaching on the elaboration of the capacity building plans and on the follow up of Training

The Terms of Reference for Coaching Beneficiary Institutions on the elaboration of the capacity building plans and on the follow up of Training have been developed. The activity will be implemented in Q2 2014

v. Support to ongoing scholarship for continuing students

Implemented scholarships support to 9 on going students

- Masters Students at KCMC
- 13 PHD students studying in Belgium

1.2.3 General management activities

Personnel:

The Project Management Unit was put in place during July 2013

NAME	TITLE	EMPLOYER	DATE
Elisante Mbwilo	National Coordinator	POPSM	July 2013
Martin Kalowela	Program Coordinator	BTC	Agust 12, 2013
Victor Ndayizeye	Project Officer	BTC part time	July 2013

A. Investment:

Purchased the following:

- 1 vehicle
- Office furniture, equipment and supplies

1.3 BUDGET EXECUTION

Financial updates

- The Project Global Budget is 2,596,749.50
- During the year 2013 the budget was 198,051.25
- Expenditure of 2013 on activities was 198,619.95 which is 100, 29% of the total budget for 2013. The detailed expenditure for 2013 is attached.

1.4 SUMMARY

	Description	Actions	Timeline	Responsible	Remarks
1	Delay in review of assessment TOR and recruitment of appropriate consultants. This would delay the implementation of assessments planned	<p>i. Put timeline and followed up with all the parties involved of the TOR reviews</p> <p>ii. The project carefully select competent consultants who have the qualifications and field experience</p>	Nov 2013	PC	Done
2	The collaboration of project stakeholders	Hold consultative meetings with Key stakeholders	Dec 2013	PC, NPC	Conducted meetings with key stakeholders
3	High demand of traditional individual scholarship from the public population	Create awareness to the public about the current CB project	Dec 2013	PC, NPC	Done and it will continue in 2014

2. ANALYSIS OF THE INTERVENTION

2.1 CONTEXT

2.1.1 General context

Belgian Technical Cooperation (BTC) in collaboration with the Government of Tanzania is committed to improve delivery of services to Tanzanian population by strengthening Institutional performance through provision of scholarships.

The scholarship project puts a focus on long-term investments and on sustainability of its organizational strengthening. The project works beyond the personal response and support organizational development of organizations (both public institutions and civil society). Thus individuals (or groups of individuals) will receive institutional scholarships for trainings that are beneficiary for (a better performance of) the organization from which they are emanating.

The scholarship project will provide as well specific support to national training institutions in order to offer a better response to training needs related to relevant specific training fields for both sectors of intervention

The scholarship project is part of the Tanzanian- Belgium Indicative development Cooperation Program (IDCP) 2010-2013.

The specific Agreement was signed in April 2013 following the formulation in 2010-2012. The Project started in July 2013. This is the first Annual progress report for the scholarship Project.

2.1.2 Institutional context

The Government of Belgium has been a long standing development partner in Tanzania, having supported various development efforts, in line with the Tanzania Assistance Strategy (TAS), which is another government initiative aiming at restoring local ownership and leadership of the development process, while promoting partnerships in designing and executing development programs that are carried out with external support. It is on this grounds that the Belgian government through the Belgium Technical Cooperation (BTC) has decided to implement the scholarship project

The scholarship Project will be implemented based on the IDCP sector and Geographical areas of concentration. Sectors of intervention will be Natural Resources Management (and related departments such as Agriculture and Water) and Local Government management. The project will concentrate its focus on the following regions:

- i. Kigoma Region: Kigoma MC, Kigoma DC, Kibondo DC, Kasulu DC
- ii. Morogoro Region: Kilombero DC, Ulanga DC
- iii. Coastal Region: Rufiji DC, Mkuranga DC

2.1.3 Management context: Execution modalities

The project will be coordinated by the President's office Public Services Management (PO PSM) and will be implemented in line with the National Training Policy and National Training Strategies for capacity building for both sectors (NRM and LG reform)

The Joint Local Consultative Body (JLCB) will serve as the National Steering Committee and the coordination body at the national level. JLCB is the organ which has the mandate in making major decisions regarding the implementation of the scholarship project.

The project has Project Management Unit (PMU) which comprises of a National coordinator (NC) appointed by the President's Office- Public Services Management (PO PSM), a Project Coordinator, a Project officer and an Accountant. The PMU will be responsible for assuring project administrative and technical role are managed, activities are implemented according to the objectives and reporting to the JLPC.

This Annual Report covers the third and fourth quarter of 2013 and includes operational and financial planning for 2014.

2.1.4 Harmo-context

The scholarship project searches for synergies and coordination with other sectorial interventions of the Belgian development cooperation in both IDCP priority sectors and geographical zones of concentration, proposing specific training engineering support for their beneficiaries such as needs assessment, training plans, acquiring skills personal plans and implementation of trainings.

The project works together with the Beneficiary Institutions in order to identify their training needs and hence plan appropriate training response. Specific attention of the project team is paid to the distinction between personal expectancies and real trainings needs required by the organization in order to achieve a better performance.

2.2 OUTCOME

2.2.1 Objectives of the intervention

- General objective of the intervention is contributing to institutional capacity development in Tanzania.
- Specific objective of the intervention is to contribute to the organizational strengthening of the beneficiary institutions.

2.2.2 Project Expected Results

- i. Needs for capacity development are identified
- ii. Beneficiary Institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching

- iii. Beneficiary Institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching
- iv. Formerly selected scholarships are implemented in various sectors

2.2.3 Progress on the implementation according to the result areas

Result area	Activity	Implementation status
Result 1 : Needs for capacity development are identified	Activity 1.1 Needs assessment of the Bis	TOR has been finalized the activity will be done in Q1 2014
Result 2 : BIs in the sector of LG Management have reinforced their functioning and performance thanks to trainings and appropriate coaching	Activity 1.2 Quality assessment of identified TIs Activity 1.3 Exploration of new qualitative training possibilities related to the demand Activity 2.1 Coaching on the elaboration of the capacity building plans and on the follow-up of trainings Activity 2.2 Implementation of training according to demand	TOR has been finalized the activity will be done in Q1 2014 TOR has been finalized the activity will be done in Q1 2014 TOR has been finalized the activity will be done in Q2 2014 Supported Pre-identified Training on strategic leadership and Good Governance to District officials of Kasulu DC
Result 3 : BIs in the sector of NR Management have reinforced their functioning and performance thanks to trainings and appropriate coaching	Activity 2.1 Coaching on the elaboration of the capacity building plans and on the follow-up of trainings Activity 2.2 Implementation of training according to demand	More training Will be done in Q2-Q4 2014 after the TNA TOR has been finalized the activity will be done in Q2 2014 No training done yet.
Result 4 : Formerly selected scholarships are implemented in various sectors	Implementing (9) on going students scholarships.	Many training will be done in Q2-Q4 2014 after the TNA Supported 9 on going students. 2 Masters Students at KCMC 7 PHD students studying in Belgium

2.3 Project Risk Management Plan

Risk Identification		Risk Analysis		Risk Treatment		
Description of Risk	Period of risk identification	Probability of risk occurrence	Potential risk Impact	Action(s)	Resp.	Deadline
Mismanagement of funds/fraud	During implementation of CB activities	Low	High	Institute strict financial controls using Belgian financial system Develop and use project operations Manual guide Procedures Lengthen project Monitoring and Follow up	PC, PO	July 2014
Failure to identify appropriate gaps and needs	During Training Needs assessment	Medium	High	Develop strategies for TNA and training plan	PC	March 2014
Lack of objectivity in selection of training participants	During implementation of training	Low	High	Selection of participants be based on TNA Develop and use project operations Manual guide participants selection in the BI	PC	July 2014
Failure to apply knowledge and skills from training	After the training implementation	Low	High	Develop identification of training monitoring/follow up of trainees	PC	January 2015
Interference of schedules between project vs routine BIs activities	During Training implementation	Low	Medium	Develop planning of project activities	PC	May 2014
Limited capacity of training institutions to deliver appropriate interventions	During training implementation	Low	High	Develop assessment of training institutions capacity	PC	April 2014

3.0 TRANSVERSAL THEMES

3.1. GENDER

Gender issues are being taken on board during the inception phase so that they shall be properly address during implementation.

3.2. ENVIRONMENT

The project is free from environmentally effects as it's a software kind of project aiming at developing the human capacity. However any issue that shall arise during implementation that will have environmental efect shall be addressed by the project.

3.3 SOCIAL ECONOMY

The capacity building project has a social economy effect in the sense that the individuals that will acquire more capacity will be able to deliver more at their work for the benefit of the organisations they are working for.

4 STEERING AND LEARNING

4.1 ACTION PLAN

The following is outline of key activities January to December 2014 according to result area:

Result 1: Needs for capacity development are identified

Activities:

1. Finalize Training needs assessment of Beneficiary Institutions in Kigoma Region (Kigoma RS, Kigoma MC, Kigoma DC, Kasulu DC and Kibondo DC) and Mkuranga DC in Coast Region
2. Finalize Training needs assessment of Beneficiary Institutions in Morogoro and Coast Regions (Morogoro RS, Coast RS, Kilombero DC, Ulanga DC and Rufiji DC) Co - functioning with KILORWEMP Project
3. Finalize Assessment of Training and consulting Institutions to ascertain known and knew training possibilities according to demand

Result 2: Beneficiary institutions in the sector of Local Government Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

Activities:

1. Carry out coaching of BI on the elaboration of the capacity building plan and on the follow up of trainings on LGM
2. Support 2 trainings on LGM for Prime Minister's Office for Regional Administration and Local Government (PMORALG)

3. Support 2 Trainings on LGM for Presidents Office Public Services Management (POPSM)
4. Support 3 trainings on LGM for 3 Regional Secretariats (one for each of the following RS: Kigoma, Coast and Morogoro)
5. Support 8 trainings on LGM for Beneficiary Institutions in 8 LGAs (one for each of the following LGAs: Kigoma MC, Kigoma DC, Kibondo DC, Kasulu DC, Mkuranga DC, Kilombero DC, Ulanga DC and Rufiji DC)

Result 3:

Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

Activities:

1. Carry out coaching of BI on the elaboration of the capacity building plan and on the follow up of trainings on NRM
2. Support 2 trainings on NRM for Ministry of Natural Resources and Tourism
3. Support 3 trainings on NRM for 3 Regional Secretariats (one for each of the following RS: Kigoma, Coast and Morogoro)
4. Support 8 trainings on NRM for Beneficiary Institutions in 8 LGAs (one for each of the following LGAs: Kigoma MC, Kigoma DC, Kibondo DC, Kasulu DC, Mkuranga DC, Kilombero DC, Ulanga DC and Rufiji DC)

Result 4:

Formerly selected scholarships are implemented in various sectors

Activities:

1. Provide funding Support to 9 on going scholarship students

1.2	Training Needs assessment of 5 Beneficiary Institutions in Morogoro and Coast Regions Finalized	Finalize Training needs assessment of Beneficiary Institutions in Morogoro and Coast Regions (Morogoro RS, Coast RS, Kilombero DC, Ulanga DC and Rufiji DC) Co - functioning with KILORWEMP Project									Number of BI with identified Training Needs	TNA Report
1.3	Assessment of Training and consulting Institutions finalized	Finalize Assessment of Training and consulting Institutions to ascertain known and knew training possibilities according to demand									List of potential training and consulting Institutions with training possibilities	TI and Consulting Institutions Assessment Report
Result 2: Beneficiary Institutions in the area of Local Government Management have reinforced their functioning and performance thanks to trainings and appropriate coaching												
2.1	Capacity Building plans on LGM for 5 BI developed	Carry out coaching of BI (Kigoma MC, Kigoma DC, Kasulu DC, Kibondo DC and Mkuranga DC) on the elaboration of the capacity building plan and on the follow up of trainings on LGM									Number of BI with Capacity Building Plans on LGM	BI Capacity Building plans
2.2	2 Trainings on LGM for PMORALG conducted	Support 2 trainings on LGM for Prime Minister's Office for Regional Administration and Local Government									Number of trainings conducted for PMORALG	Training Report

5 ANNEXES

5.1 ORIGINAL LOGICAL FRAMEWORK

	Logical of the intervention	Indicators	Sources of verification	Assumptions
Global Objective	<p><u>Global objective</u> Contribute to the improvement of Public service delivery</p>	<ol style="list-style-type: none"> 1. Evolution of gender composition of the organization 2. Rotation of staff 3. Decrease of vacancies 	<ol style="list-style-type: none"> 1. Annual Report of the organization and/or organization charts 2. Data from PO/PSM at central level 3. Data from PO/PSM at central level 	<p>FTE of PO-PSM put at the disposal of the PMU has enough authority on HR-matters</p>
Specific Objective	<p><u>Specific objectives</u> Contribute to the organizational capacity strengthening of the beneficiary institutions</p>	<ol style="list-style-type: none"> 1. Institutions use the acquired competences and knowledge to the benefit of the whole organization 2. Use of training material within the organization 3. Quality of capacity building plans and training plans has improved 4. Individual career plans are more aligned to the general competence management of the organization 	<ol style="list-style-type: none"> 1..Processes and procedures of the organizations 2. Interviews with the organization's management 3. Plans of the organizations 4. OPRAS of the personnel of the organizations and competence management plans 5. Annual reports of the BI 6. Project Mid Term Review 	<p>Leadership of PO-PSM and of the technical ministries concerned on diffusing information on the new scholarship programme</p>

R1	<p><u>Result 1</u> Needs for capacity development are identified</p>	<p>1. List of competences to be reinforced (not in terms of requested trainings) 2. List of potential qualitative training providers 3. List of training institutes to be reinforced (potential BI)</p>	<p>1. IOCA reports 2. Study on training providers 3. Annual project report</p>	
R2	<p><u>Result 2:</u> Beneficiary institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching</p>	<p>1. The competency management of the BI integrates the followed trainings 2. Acquired knowledge and skills are being transferred towards the organization (internal workshops, train the trainer, etc) 3. The training material used during the training followed is put at the disposal of the BI 4. Percentage of women having participated in trainings (in relation to the gender composition of the organization) 5. Satisfaction degree of the individuals and the BI on the quality of the trainings 6. Motivation of staff having benefited from a scholarship has risen 7. Analysis of the regions of origin of the candidates (in order to follow-up if candidates from remote areas have in fact been given priority)</p>	<p>1. Competence management plans of the organization 2. Number of workshops, peer learnings, etc that follow the actual trainings 3. Organizations' libraries 4. Reports of the BI on the trainings 5. Individuals' evaluation forms after the training 6. Interviews with the scholars 7. Selection database 8. Quarterly project reports</p>	<p>BI are proactive with their demands Decentralisation processes continue with PMO-RALG (HQ in Dodoma) PMO-RALG is transparent on its capacity building strategy</p>
R3	<p><u>Result 3:</u> Beneficiary institutions in the sector of Natural Resources management have reinforced their functioning and performance thanks to</p>	<p>idem as for Result 2</p>		<p>BI are proactive with their demands MNRT is transparent on its capacity building</p>

R4	Trainings and appropriate coaching	<p>Result 4: Formerly selected scholarships are implemented in various sectors</p>	<p>1. Satisfaction degree of the individuals on the quality of the trainings 2. Success rate</p>	Strategy
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5.2 UPDATED LOGICAL FRAMEWORK

	Logical of the intervention	Indicators	Means of verification	Assumptions
<p><u>Global Objective</u> Contribute to the improvement of Public service delivery</p>	<p>Service delivery to the population is improved</p>	<ol style="list-style-type: none"> 1. The degree of Clients satisfaction with the service delivered by staff in the BI 2. Service delivery to the BI clients is improved 	<ol style="list-style-type: none"> 3. Annual Report of the BI 4. Client interviews 5. Performance reports of the Ministries PMORALG and MNRT 	<p>Ministries PMORALG, NRT and the BI will share their performance reports regularly</p>
<p><u>Specific Objective</u> Contribute to the organizational capacity strengthening of the beneficiary institutions</p>	<p>The organizational capacity of Beneficiary Institutions (BI) is strengthened by the scholarships project</p>	<ol style="list-style-type: none"> 1. Institutions use the acquired competences and knowledge to the benefit of the whole organization 2. Use of training material within the organization 3. Quality of capacity building plans and training plans has improved 4. Individual career plans are more aligned to the general competence management of the BI 	<ol style="list-style-type: none"> 1. Interviews with the BI management 2. Capacity Building Plans of the BI 3. Performance review (OPRAS) of the individual persons within BI 4. Annual reports of the BI 5. Project Mid Term Review 	<p>Leadership of PO-PSM and of the technical ministries concerned on diffusing information on the new scholarship programme</p>

<p>Result 1 Needs for capacity Building in the areas of LGM and NRM are identified</p>	<p>Needs for capacity Building are identified</p>	<ol style="list-style-type: none"> List of performance gaps with required competences to be reinforced List of potential qualitative training providers List of training institutes to be reinforced (potential BI) 	<ol style="list-style-type: none"> TNA report Assessment report for training providers Annual project report 	<p>Important documents for eliciting BI performance gaps will be provided to assessment teams</p>
<p>Result 2 Improved performance of Beneficiary Institutions in the area of Local Government Management through training and coaching</p>	<p>Beneficiary institutions staff skills in the sector of Local Government Management improved</p>	<ol style="list-style-type: none"> Number of LGM capacity building interventions planned by BIs based on TNA results % of LGM trainings conducted by BIs as per TNA results % of BI staff who attended LGM trainings as per TNA results % of staff who acquired knowledge and skills transferred it towards the BI (internal workshops, train the trainer, etc) Number of training material used during the training followed and put shared to the BI % of women having participated in trainings (in relation to the gender composition of the organization) Satisfaction degree of the individuals and the BI on the 	<ol style="list-style-type: none"> Capacity Building plans of the BI Training reports of the BI Individuals' evaluation forms after the training Individual appraisal form (OPRAS) Interviews with the scholars Quarterly project reports 	<p>BI are proactive with their demands</p> <p>Decentralisation processes continue</p> <p>Good communication with PMO-RALG (HQ in Dodoma)</p> <p>PMO-RALG is transparent on its capacity building strategy</p>

		8. % of staff with improved Service Delivery as the result of training attended		
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<p>Result 3 Improved performance of Beneficiary Institutions in the area of Natural Resources Management through training and coaching</p>	<p>Beneficiary institutions staff skills in the sector of Natural Resources Management improved</p>	<ol style="list-style-type: none"> 1. Number of Building interventions planned by BIs based on TNA results 2. % of NRM trainings conducted by BIs as per TNA results 3. % of BI staff who attended NRM trainings as per TNA results 4. % of staff who acquired knowledge and skills transferred it towards the BI (internal workshops, train the trainer, etc) 5. Number of training material used during the training followed and put shared to the BI 6. % of women having participated in trainings (in relation to the gender composition of the organization) 7. Satisfaction degree of the individuals and the BI on the quality of the trainings 8. % of staff with improved Service Delivery as the result of training attended 	<ol style="list-style-type: none"> 1. Capacity Building plans of the BI 2. Training reports of the BI 3. Individuals' evaluation forms after the training 4. Performance Appraisal forms (OPRAS) 5. Interviews with the scholars 6. Quarterly project reports 	<p>BI are proactive with their demands</p> <p>Decentralisation processes continue</p> <p>Good communication with MNRT</p>
<p>Result 4 Implement formerly selected scholarships in</p>	<p>Formerly selected scholarships are implemented in various</p>	<ol style="list-style-type: none"> 1. Number of students who enrolled in the training Institutions 2. Amount of Fees and stipend 	<p>Acknowledgement letter</p> <p>Payment receipt</p>	

various sectors	sectors	disbursed 3. Obtained Academic continuous assessment reports 4. % of students successfully completed their studies	Academic progress reports Final program report	
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