



**BTC**

**BELGIAN  
DEVELOPMENT AGENCY**

# TECHNICAL & FINANCIAL FILE

FOOD SECURITY IN LONGIDO AND  
SIMANJIRO DISTRICTS

SUPPORT TO THE COORDINATION OF  
THE BFFS PROGRAMME “MAISHA  
BORA”

TANZANIA

DGD CODE: NN XXX  
NAVISION CODE: TAN 14 030 11



THE BELGIAN  
DEVELOPMENT COOPERATION **.be**

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## ABBREVIATIONS

BFFS	Belgian Fund for Food Security
CMO	Implementation Agreement Notification
DALDO	District Agriculture and Livestock Development Officer
DED	District Executive Director
DFP	District Focal Point
DFT	District Facilitation Team
DGD	Directorate General Development Cooperation and Humanitarian Aid (Belgium)
IDP	Iles de Paix
ITA	International Technical Advisor
HR	Human Resources
JLPC	Joint Local Partner Committee
LGA	Local Government Authority
M&E	Monitoring & Evaluation
MAFSCO	Ministry of Agriculture, Food Security and Cooperatives
MHSW	Ministry of Health and Social Well Being
MLFD	Ministry of Livestock and Fisheries Development
MTR	Mid Term Review
MTE	Mid Term Evaluation
MoU	Memorandum of Understanding
PCS	Programme Coordination Secretariat
PMO	Prime Minister Office
RS	Regional Secretariat
SC	Steering committee
TFD	Technical and Financial Document
TFF	Technical and Financial File
TFNC	Tanzanian Food and Nutrition Centre
VSF	Vétérinaires Sans Frontières
WFP	World Food Program

## ANALYTICAL RECORD OF THE INTERVENTION

Intervention number	NN
Navision Code BTC	TAN 14 030 11
Partner Institution	Prime Minister's Office Ministry of Livestock Development and Fisheries
Length of the intervention	5 years
Estimated start of the intervention	2015
Contribution of the Partner Country	In kind
Belgian Contribution	1.600.000 EUR for BTC component 10.000.000 EUR for entire programme (indicative)
Global Objective	Higher and more secured income used for nutrition and improved local availability of food for 9.000 households in 15 villages in Simanjiro and Longido districts and in particular for 40% of impoverished households, women and youth
Specific Objective	Effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity
Results	Result 1: Internal coherence of the Programme Result 2: Strategic coordination, effective communication and capacity development for coordination

## EXECUTIVE SUMMARY

The program aims to improve the food security in the Longido and Simanjiro districts in the North of Tanzania. In these districts 15 villages are selected; which are among the most food insecure in Tanzania with a population of mainly semi-pastoralists.

The program has as specific objective: higher and more secured income used for nutrition and improved local availability of food for 9.000 households in 15 villages in Simanjiro and Longido districts and in particular for 40% of impoverished households, women and youth. The programme is a multi-actor programme for which BFFS has selected 5 partner organizations. Each partner has the responsibility for the implementation of a specific component or (sub)-result of the programme. The major components are: securing livestock resources and that households benefit from livestock products, securing access to water points for livestock holders, business development of livestock and improved income and diversification of women, youth and targeted households, improved access and utilization. The last component, result '4, is the effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity for which BTC is responsible. In addition to this specific result of the programme, BTC will do the full-time support for the coordination and monitoring of the programme.

For the steering and implementation of this programme will be assured by the Programme Steering Committee, the Programme Coordination structure, the Programme Coordination Secretariat, and the Programme Board. The Programme Coordination Structure has to ensure the internal and external coherence of the programme and the effective implementation of the activities of the partner organizations.

Given the complex setting of the programme and the institutional context, BTC will recruit an international technical adviser for supporting the coordination of the programme at the national, regional and district level and with the BFFS partners.

The programme has duration of 5 years and is expected to start in the first semester of 2015. The budget for the BTC component is EUR 1.600.000 while the Belgian contribution of the entire programme is around EUR 10.000.000.

# 1 CONTEXT

## 1.1 Introduction

The strategy of the Belgian Fund for Food Security (BFFS) is to develop multi-sectorial, multi-actor programmes that comprehensively and effectively address the structural causes of food insecurity and nutrition in Sub-Saharan Africa, with the focus on the vulnerable population. In the Tanzania's National Strategy for Growth and Eradication of Poverty, "Mkukutu II", tackling the problem of food insecurity is an integral part. Within this framework, the BFFS will support a program in 2 districts in the North of Tanzania (Longido and Simanjaru District). The specific objective of the BFFS-programme is: "higher and more secured income used for nutrition and improved local availability of food for 9.000 households in 15 villages in Simanjaru and Longido districts and in particular for 40% of impoverished households, women and youth".

BFFS has selected 5 Partner Organizations to take the responsibility for the implementation of a specific component (Result) of the programme. These BFFS partners are 3 Belgian NGO's (TRIAS, VSF and IDP), 1 UN agency (WFP) and BTC.

The selected partners have the following division of responsibilities based on the results framework elaborated in the context study:

*Vétérinaires Sans Frontières (VSF)*: Livestock resources are secured and household benefit more from different livestock products with the exception of the water component (Result 1);

*Iles de Paix (IdP)*: The water component within Result 1;

*TRIAS*: Business development of livestock and the income of women, youth and targeted households is more diversified and secured (Result 2);

*World Food Program (WFP)*: More household, and in particular more pregnant women and children under 5, consume more and more diversified foods, use cleaner water, treat diarrhoea effectively and apply HIV prevention (Result 3);

*BTC*: Effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity (Result 4).

A programme document for the overall proposed joint Programme of the five BFFS partners is elaborated by a consultant contracted by BFFS. Each BFFS partner has developed a Technical and Financial Dossier (TFD) for the component for which it will be responsible.

Given the complexity of the set-up of the programme, the limited available capacity for the coordination of such a programme with the national institution(s) and BFFS (through the Embassy in Tanzania), BFFS requested BTC for a full-time support in coordination and monitoring of the programme, to be based in the intervention area.

Each TFD is the result of a formulation processes steered by the BFFS and based on:

- The contextual analysis executed by a consultant for BFFS in Q4 2013
- The selection of partner organizations by BFFS and the setting-up of a preliminary joint partnership framework in Q1 2014
- The formulation of the programme by a consultant recruited by the BFFS and the formulation of each project by each partner organization. The complementarity and coherence of all the components has been facilitated mainly through two workshops held in Arusha in June and July 2014.

## 1.2 Situation Analysis

The population of the 2 selected districts, Longido district in Arusha region and Simanjiro district in Manyara region, face the difficulties of food availability, access to food and the utilization of healthy food. This is caused by a combination of factors such as drought, very limited access to water, reduced pasture area and mobility of livestock, which have led to depletion of assets and natural resources and very high levels of malnutrition. The majority of households have limited access to clean drinking water. Particularly women and children in the pastoralist communities are vulnerable.

The total population of the two districts is about 400.000, having an extremely low population density making it difficult and costly to develop rural institutions and supply services. Nevertheless there are opportunities related to food security, which are in the valorisation of the water potential, favourable prices of livestock products with business opportunities, success with tests of cross breeds, and certain income generating activities.

There are plenty of small local socio-economic groups in these districts but whose capacity is still in an infant stage. Local and non-state service delivery organizations are few and little specialized in economic and livestock development. District councils face capacity challenges and their development investments for livestock/pastoralism and related business development is limited, except for water.

## 1.3 Institutional Analysis

### 1.3.1 Policy analysis

In the context study (paragraph 3.1), a comprehensive analysis is made on the policies dealing with food security, livestock development and natural resources including some transversal considerations on the poverty reduction strategy in Tanzania and the place of food security and pastoralism in the policies. This part will be described in the general programme document.

### 1.3.2 Institutions and Organizations involved in the Coordination

The major institutions and organizations related to food security programmes and involved in the coordination of the implementation of this programme are the following:

#### *Prime Minister's Office (PMO):*

The responsibility held for food security is held within the Prime Minister's Office. For this it is supported by the Food Security divisions of the Ministry of Agriculture, Food Security and Cooperatives (MAFSC), the Ministry of Health and Social Wellbeing (MHSW) through the Tanzanian Food and Nutrition Centre (TFNC) and the Ministry of Livestock and Fisheries Development (MLFD).

The PMO is responsible for the supervision and control of the activities of Sectorial Ministries. Within the PMO there is the Department for Coordination of Government Business, which is divided in 3 sections to coordinate the different type of ministries: Sector Ministries (such as MLFD, MAFSC and MHSW), Central Ministries (PMO-RALG, Ministry of Finance) and Regional Affairs (LGA). The PMO has the mandate to act on food security and also to coordinate several development partners and ministries.

The PMO/Department for Coordination of Government Business, is represented in the Steering Committee of various Food Security Programs, They were also presented in the Steering Committee of the project Improvement of Food Security and Livelihood for Karagwe Region (DGD code NN 3002945) financed by BFFS.

#### *Ministry of Livestock and Fisheries Development (MLFD):*

The mandate of the MLFD is the management and development of livestock and fishery production and resources to achieve the Millennium and Mkukuta II objectives, to improve livelihood of communities



depending on livestock and fisheries and to improve food safety and food security, without jeopardizing animal wellbeing and environmental protection. Their vision is to develop sustainable commercial livestock and fisheries sectors contributing to livelihood security, employment, national income and food security.

There is a strong technical capacity at the National level with a competent Department of Policy and Planning, which will provide the focal point officer for the programme. MLFD has experience with a BFFS programme in Dodoma and Manyara.

MLFD has not the mandate to coordinate a multi sector food security programme (as this is the responsibility of the PMO).

#### *Ministry of Agriculture, Food Security and Cooperatives (MAFSC).*

The vision of MAFSC is to be the nucleus for providing policy guidance and services to a modernized, commercialized, competitive and effective agriculture and cooperative system by 2025. Within the MAFSC, there is a division of national food security with 2 sections: Crop Monitoring and Early Warning Section and Post-Harvest Management Section. Their roles include mainly to carry out the overall monitoring of food crops performance at all stages for early warning on impending food situation and to disseminate post-harvest technologies to reduce post-harvest losses. The division is undergoing transformation to include also nutrition in their mandate but this might have an overlap with the mandate of TFNC.

#### *Tanzanian Food and Nutrition Centre (TFNC)/MHSW*

The Ministry of Health and Social Wellbeing (MHSW) hosts the Tanzanian Food and Nutrition Centre (TFNC), which is a semi-autonomous government institution. TFNC's mandate is: "to initiate and coordinate initiatives to improve nutrition status of Tanzanians and to develop policies and develop capacity for nutrition research and action". The TFNC doesn't implement strategies but supports strategy design and capacity development of nutritionists, health workers and districts on nutrition. They also play a lead role for monitoring and coordination of Ministries. The TFNC is not represented at the decentralized level but works via existing structures. The nutrition officers / nutrition focal points at district level work directly with the TFNC.

#### *Regional Secretariat*

Regional Secretariats (RS) are responsible for promoting the implementation of national policies in their Districts. They coordinate, synchronize and consolidate the planning, budgeting and reporting, in line with national guidelines. They also scrutinize and consolidate district physical and financial reports for formal submission to PMO-RALG, and onward to Treasury and donor. They monitor and evaluate District implementation, consolidate M&E Reports for PMO-RALG, and provide technical support to their Districts. Inter-district coordination takes place at the level of the Regional Coordination Committee chaired by the Regional Commissioner, attended by DEDs, DCs, District Council Chairman and Members of Parliament.

#### *District Council*

The District Council is the LGA political driver and decision making body that validates the Village Development Plans and District Development Plans. The Councillors are the ones that allocate funding. They are supported by a technical advisory body, the District Facilitation Team (DFT), made up of specialists in the various sectors. District Councils, through the appropriate District Consultative Committee, supervise the implementation of all plans for development in their respective areas.

#### *Village Government:*

The village government undertakes the implementation of plans and policies with technical officers from the District.

## 2 STRATEGIC ORIENTATIONS

### 2.1 Strategy for coordination

The programme will be implemented by different BFFS Partners, each with their own specific expertise, mandate, functioning and procedures. Each BFFS Partner through their own intervention, is responsible for a specific result (or sub-result) of the programme, which has to contribute to the achievement of the specific objective of the programme. Moreover each BFFS partner will work with its own local partner(s).

Ensuring a link between the BFFS Partners, their interventions, target groups and local partners is a difficult task which requires constant and extensive coordination work. Therefore the programme requires a very effective coordination to stimulate the internal and external coherence of the multi-actor programme. The coordination must assure an optimal dialogue between the Partners and has to facilitate and support the coherence and synergy in the planning and execution for the activities.

The recommendations and lessons learned within BTC regarding BFFS projects and in general the projects, including a BFFS project are considered in the strategy and design of the project (see annex 6).

Given the complexity of the set-up of the programme, the limited capacity of PMO, MLFD and BFFS (through the Embassy in Tanzania) and given the necessary division of tasks between coordination at strategic (national) and operational (local) levels, the BFFS requested BTC for a full-time support in coordination and monitoring of the programme.

This full-time support will focus on one side on the strengthening of the institutional capacity for coordination linked to a specific result of the Programme, which is aimed at:

- Supporting the internal coherence of the program through an effective coordination of the projects of the different BFFS partners and
- Supporting the strategic coordination and capacity development for the coordination of this programme and other relevant programmes, which address food insecurity in the region.

On the other side the full-time support will focus on the overall coordination of the implementation as elaborated in Chapter 4 of the Procedures Manual of BFFS.

Based on what is stipulated in this Procedures Manual, BTC, as partner organization for supporting the coordination, has limited authority over the Partners and functions more as a coordinator for the implementation of the programme. Each Partner stays responsible for the implementation of its own project and for achieving the result(s) related to their project.

At the level of the Programme, a Programme Coordination Secretariat (PCS) will be established (see § 5.3.4), which, among others, will facilitate the supply of relevant information on the progress and performance of the different projects of the Partners and on the progress at programme level to the members of the Steering Committee (SC).

The PCS will also supply relevant information on the progress and performance of the Programme to the Attaché for International Cooperation, who represents BFFS in Tanzania and who remains the final responsible for the Programme on the Belgian side.

The PCS will also monitor the execution of the decisions taken by the SC.

Given its strategic and high level nature, the SC will meet at least once a year. To guarantee operational coordination at field level, quarterly meetings with all the key stakeholders involved will be organized in each district (Operational Committee meetings). The PSC will also strengthen the capacity development of the Regions and Districts in coordinating multi-actors, multi-sectors programmes related to Food

## Security.

Some general principles of the support to the coordination are the following:

- To support PMO, MLFD, Regions, Districts and BFFS in the coordination and monitoring of the programme,
- The expertise will be used to reinforce the Tanzanian actors. However, to avoid weakening their capacity by overloading their limited staff with administrative and reporting tasks linked to the specific procedures of the donor, a balance must be sought in the division of tasks respecting the mandate of each
- The capacity development of Districts, Regions, MLFD and PMO to take up their respective roles of coordination, monitoring and capitalizing food security interventions, will be mainly ensured through hands-on and high quality expertise to permanently coach and support them in the performance of their tasks combined with training on specific subjects. Results based management will be key in this coaching.
- The expert will also play a facilitation and brokering role between PMO, MLFD, the Embassy and the BFFS partners
- The success of the coordination will be a shared achievement of all BFFS partners
- To emphasize the strengthening of synergies and harmonization

To ensure coherence in the program, it is necessary for the partners to collaborate. To increase the possible impact, a multi-actor program should be more than the sum of the partner's projects. Therefore it is important that the partners look for synergies and ways to reinforce the work another partner is doing. During the formulation workshops, a lot of attention and time was spent to develop the synergies and complementarities between the partners and their components of the program.

At general level the partners will all:

- work in the same 15 already selected villages using the official village structures (village's committee & sub committees)
- use the same name for the program to ensure a common identity & to prevent confusion for beneficiaries. During the formulation workshops the name "MAISHA BORA" (good life) has been selected among the partners to create this common identity
- work with the same organized groups in the villages where possible & relevant
- develop joint group mobilization & training (women groups, youth groups, cooperatives, income generating groups...) if possible
- participate in coordination meetings at different levels (village, local partners, district & national) to monitor, reinforce and deepen the collaboration (cf. coordination structure)
- development of common baseline with common indicators so as to make monitoring, evaluation, reporting and learning coherent.

## 2.2 Coordination set-up

There will be four levels of formal periodical coordination of the activities:

- Meetings of the Steering Committee for strategic steering and validating the results, meeting at least once a year
- Meetings of the Operational Committee in each district for the operational planning and monitoring of the programme on district level, meeting once in a quarter

- Meetings for the Implementation per district for activity planning between the concerned BFFS partners and the local partners
- Meetings with village committees for the planning, implementation and capacity building on community level.

As BFFS Partner supporting the coordination of the Programme, BTC will, through the Coordination Structure, facilitate the meetings of the Steering Committee and the Operational Committees.

Given their strong link with the implementation of activities, the lower level meetings (implementation meetings & meetings with village committees) are the responsibility of the other BFFS-partners with their local partners and the Districts. At least during the first year of the programme BTC will also, nevertheless support the Implementation meetings at district level with the aim to contribute to the effectiveness and for harmonizing with higher level meetings.

To increase sustainability and future up-scaling, the coordination will not only focus on the districts but also on the Regions, by systematically involving the Regions through a regional focal point in the operational committee and by including the Regional Secretariats in the Steering Committee.

Besides the above mentioned 'periodical' coordination activities, the programme coordination secretariat will provide a 'continuous' support in terms of:

- M&E: field visits, consolidation, evaluation, lessons learned, exposure, challenge and follow-up of opportunities and risks, monitoring of programme indicators
- Capacity development on programme coordination and implementation mainly through on-the-job result oriented coaching and where relevant through specific training
- Communication: in particular by streamlining all communication from / towards higher level stakeholders (Regions, Ministries, Attaché and BFFS) and among the BFFS partners
- Facilitation: open door policy / regular bilateral discussions with BFFS partners, Districts, Regions, or any other stakeholders for early warning of problems and troubleshooting
- Regular management meetings of project managers from each BFFS Partners

## 2.3 Particular role of the involved institutions for coordination

### 2.3.1.1 Prime Minister Office (PMO)

The PMO has the mandate to act on food security and to coordinate several development partners and the different ministries. PMO will chair the Steering Committee of the Programme.

### 2.3.1.2 Ministry of Livestock and Fisheries Development (MLFD)

The MLFD will be at national level the technical supervisor of the programme and is as such a member of the coordination structure. A Focal Point officer from the Policy and Planning Department has been assigned by MLFD, and has already fully participated to the formulation. Major input of this Focal Point officer will be during the quarterly meetings of the Operational Committee. MLFD, represented through the Head of its Department of Policy and Implementation, is also member of the Steering Committee.

### 2.3.1.3 Tanzanian Food and Nutrition Centre (TFNC)

Given TFNC's mandate "to initiate and coordinate initiatives to improve nutrition status of Tanzanians and to develop policies and develop capacity for nutrition research and action", TFNC can as member of the Steering Committee, assess the strategy performance and advise on the monitoring in the field of nutrition and food security.

#### **2.3.1.4 Regions**

For each Region, the Administrative Assistant Secretary of the Economic and Production Section is the focal person for the programme and is a member of the Steering Committee.

The Regional Livestock Officer plays an advisory role and as such participates to the Operational Committee. When desirable his/her colleagues from Agriculture, Water, Trade, Land or others may be consulted also.

#### **2.3.1.5 Districts**

The DED will be member of the Steering Committee.

In each district a focal person will be appointed by the DED. This person will be a competent and experienced officer for coordination who has experience with the themes related to the programme. The DED will be responsible to guarantee the coordination of all the activities in the Districts with the support of the Programme Coordination Structure.

A district facilitation team will also be formed by the main officers involved by the programme (agriculture, livestock, water, health, business, cooperative, etc.). They will exchange information on a regular basis to foster ownership and replication at District level.

#### **2.3.1.6 BFFS partners**

Each BFFS partner is responsible for achieving the result (or sub-result) for which it has developed a TFD, with the support of their local partners. The BFFS partners participate to the joint meetings for coordination of the programme, including those of the Operational Committee. They are also member of the Steering Committee.

They have the obligation to guarantee a good collaboration among them and with the Districts authorities, in order to respect the internal coherence of the programme.

#### **2.3.1.7 BFFS**

The Belgian Embassy, who represents BFFS through the Belgian Attaché for International Cooperation, contributes to the coordination of the programme, principally through the Steering Committee.

The responsibilities related to an effective coordination of the involved institutions are more elaborated in Annex 7.2.

## 3 INTERVENTION FRAMEWORK

First will be elaborated the specific objective, results and activities related to Result 4 of the overall programme. In paragraph 3.4 will be presented the details about the overall programme coordination.

### 3.1 Specific objective

The specific objective of this project is result 4 of the programme: Effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity.

### 3.2 Results

For achieving this objective two results are formulated:

- Result field (4.)1: Internal coherence of the programme is facilitated
- Result field (4.)2: Strategic coordination, effective communication, joint learning and capacity development for coordination is developed

The capacity development of the members of the Steering Committee and in particular for the focal points of MLFD, Regions and Districts will have a priority and having an emphasis on using a results-based approach for the implementation, monitoring and evaluation.

### 3.3 Activities related to the results

#### 3.3.1 Result field (4.)1: Internal coherence of the programme is facilitated

##### 1.1 Organize kick-off workshops and regular operational committees

- Prepare and organise start-up workshops with partners and districts to define coordination and collaboration mechanisms
- Facilitate 3-monthly planning meetings (districts operational committees) among districts, BFFS partners, regions and the focal point officer of the MLFD

##### 1.2 Monitor clear role and task division among partners and with the district

- Overview that all BFFS partners and Districts understand and apply the commonly agreed role and tasks<sup>1</sup>, alert when deviation is detected, and investigate to propose adaption of the mechanisms if necessary
- Draft a programme implementation manual stipulating the coordination mechanisms and instruments (including templates for reporting and planning)

##### 1.3 Facilitate and compile operational reporting and planning

- Reporting formats and guidelines for the implementing partners will be drafted with a special attention to align as much as possible with district M&E systems.
- Compiling a consolidated rapport for the two districts by the programme coordination secretariat

##### 1.4 Support of District Focal Points for coordination

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<sup>1</sup> As stipulated in the Partnership Agreement with BFFS and MoU's with the concerned districts

- Facilitate the support and implication of the district Focal Points in the planning, implementation and monitoring of the activities of the programme

*1.5. Establish a M&E framework for the programme and facilitate that the M&E framework of each Partner is in line with the one of the programme*

- BTC, with the collaboration of all BFFS partners, will be responsible for developing a comprehensive M&E framework during the first six months of the programme implementation
- Each BFFS partner agency with their national counterpart will be responsible for the implementation and financing of the monitoring and evaluation of the results of their component. Funds have been foreseen in the different project proposals.
- The coordination will facilitate joint actions and putting resources together where needed, to avoid duplication of efforts.

*1.6 Facilitate internal decision making & conflict resolution*

- Maintain an open door policy and regular (bilateral) discussions with BFFS partners, Districts, Regions and/or any other stakeholders for early warning of problems and troubleshooting.

The set-up of management meetings between BFFS partners will be further defined during the start-up of the project. This will depend among others on the physical location of the project responsables and of the outputs from other regular meetings. The efficiency of frequent (for ex. weekly) short meetings in Arusha for assessing quality and needs of coordination (such as planning of shared activities, harmonization of logistics, early warnings) will be tested, keeping in mind that this must remain as flexible and light as possible.

### **3.3.2 Result field (4.)2: Strategic coordination, effective communication, joint learning and capacity development for coordination is developed**

*2.1 Organize, prepare and report on yearly steering committees*

- Overview that the reporting is done by each BFFS partners according to agreed reporting formats and within agreed deadlines (see A.1.1 and A.1.3)
- consolidate the annual progress reports from the partner organisations and prepare a narrative report which will include, among other the following information:
  - o the consolidated monitoring framework for the programme, including the progress and results of each partner, together with their contribution to the programme's results
  - o the lessons learnt from the synergies and complementarities between the partner organisations
  - o the results obtained from the cross-cutting themes
  - o the statement of expenditure in the programme and the justification of any discrepancies between the approved budget and actual expenditure as identified by the Partners
  - o knowledge management and the activities that have been carried out to promote the sharing of knowledge
  - o a mention of any strategic shifts proposed by the partner organisations in relation to the achievement of the programme results.
- Six months prior to the end date of the programme, a draft final report will be made, based on the final reports from the BFFS partners for consideration at a final steering committee. It will assess in a concise manner, the extent to which the programmes scheduled activities were carried out, the outputs produced, progress towards the achievement of expected outcomes and

impact, and it will also present recommendations for any future follow-up action arising from the programme.

- The coordination will pay particular attention in the follow-up of the recommendations and decisions of the Steering Committee.

#### *2.2 Organize study visits for Steering Committee and key-stakeholders*

- organize study visits for members of Operational and Steering committee to the locations of interventions or other relevant locations

#### *2.3 Ensure effective communication*

- effective communication is in particular important with national authorities, BFFS and other stakeholders. The coordination will assure the streamlining of all communication, being for the programme or for individual projects and BFFS partners and will make sure the message is true to its initial messenger, but coherent with the programme. In case of conflicting interpretation, this will be objectively analysed with the parties in order for the steering committee (strategy) or BFFS (contractual matters) to arbitrate
- effective communication to the Embassy, representing BFFS, will have special attention
- disseminate relevant thematic, technical and methodological documents among partners and key stakeholders and the setting-up of system of sharing information and expertise between the programme partners and key-stakeholders (knowledge management)

#### *2.4 Facilitate learning and sharing with relevant stakeholders*

- facilitate capitalization and reflection activities with regard to the coordination and M&E of multi-sectorial programmes, or with regard to any relevant theme linked to the programme proposed by the different BFFS partners, discussed in operational committee and approved by the steering committee
- interact and look for synergies with similar Food security and Nutrition interventions, supported by other donors
- Organize final workshop(s) for capitalisation

#### *2.5 Provide capacity building for MLFD in effective coordination*

- Consultation with and training of Focal Point of MLFD
- Capacity building particular on Result Oriented Management and M&E
- Exchange with similar programmes for which their capacity building can be further supported for effective coordination and implementation as well as for policy development

#### *2.6 Follow-up of Risks*

- Paying particular attention to the follow-up of risks analysis of the programme, its updating and the implementation of the mitigation measures.

### **3.4 Activities related to Programme coordination**

A strong overall coordination of the programme is among others to promote the following aspects:

- Transparency of financial and operational progress and the targeting of the interventions
- Coordination between the different levels of intervention (village, district, region and national), the different sectors (such as Livestock, Agriculture Food Security and Cooperatives, Health and Nutrition, Water and Natural Resources, LGA) and the local institutions



- Strategic orientation, joint decision making and learning.

The overall coordination can be distinguished in formal periodic coordination activities and activities for continuous support.

### 3.4.1 Periodic Coordination Activities

For the formal periodic coordination activities four levels can be distinguished:

What?	Objectives?	Who?	Level & Frequency
1/ Steering Committee	Strategic steering Linking with national strategies and actors Validate the results of the programme	PMO (Chair), MLFD (Co-chair), TFNC, DEDs, RS, Belgian Attaché, BFFS partners, other ministries on invitation if relevant	National level 1 x Year
2/ Operational committee per district	Operational planning & monitoring of the programme on district level Linking with district plans & CB of districts	DED, DFT, BFFS-partners, MLFD and Regional Focal points, local partners on invitation	District level 4 X year
3/ Implementation meetings per district	Activity planning between the concerned BFFS-partners & local partners Joint monitoring of activities Harmonize activities, approaches, ... when needed Develop joint timelines (phasing) if needed	BFFS-partners Local partners (per district) District focal point Regional focal point on invitation	District level 6 X year
4/ meetings with village committees	Planning on village level Participation & feedback from beneficiaries Mobilization of village people Capacity building on community level	Local partners BFFS partners (if needed) District focal point (at the start of the programme) Elected Representatives of the villages	Village level According to planning & needs

BTC supports the national partners in organizing and monitoring the Steering Committee meetings and the Operational Committee meetings in each district. The national partners, who chair the meetings (SC by PMO and Operational Committee by District), will take the responsibility for organizing these meetings and ensure effective decision making as well as its follow-up.

The responsibility from the Tanzanian government institutions is to mobilise local officials and to facilitate the organisation while the other BFFS Partners are responsible to provide reports and planning on time, to actively participate and to integrate agreed recommendations

The coordination meetings at the district level are supported by BTC, while BFFS Partners are responsible to organise, facilitate and monitor effectiveness and efficiency of the village (and ward) level. This facilitation role of BTC at district level, especially in the beginning of the project is for harmonizing with higher level meetings and monitor the effectiveness at the level of programme results.

### 3.4.2 Continuous Coordination Activities

Besides the periodic coordination activities, the programme coordination secretariat will provide a continuous support in terms of:

- M&E: field visits, consolidation, evaluation, lessons learned, exposure, challenge and follow-up of opportunities and risks, monitoring of programme indicators
- Capacity development of key-stakeholders with special emphasis on result oriented management
- Communication: in particular by centralising all communication from / towards higher level stakeholders (Regions, Ministries, Attaché and BFFS)
- Facilitation: open door policy / regular bilateral discussions with BFFS partners, Districts, Regions, or any other stakeholders for early warning of problems and troubleshooting
- Regular management meetings of project managers from each BFFS Partners (see Programme Board in Ch5)

### 3.4.3 Specific Coordination Activities for Monitoring and Evaluation

For the monitoring and evaluation of the programme the Coordination Secretariat will execute the following activities:

*Coordinate the implementation of a coordinated baseline study and inception report*

- a base line will be established and should provide, amongst others, base line data and indicators aligned with the food security national policies and action plans. The M&E framework will make use of a mix of quantitative and qualitative assessment methods. It will define methods, means, frequency and responsibilities in the collection of the data. Gender will get special attention for the collection of baseline data and the establishment of the M&E framework.
- a Programme Inception Report will be prepared within the first nine months of the programme implementation, containing a detailed updated risk analysis and program work plan, the practical modalities for coordination among the many programme stakeholders, and the support expected from programme staff and collaborators. The report will be submitted to the implementing partners for clearance prior to submission to the Steering Committee.
- Each BFFS partner will be responsible for the implementation and financing of the baseline of their component. Funds have been foreseen in the different project proposals.
- The coordination will facilitate joint actions and putting resources together where needed, to foster coherence and avoid duplication of efforts.

- the yearly assessment of food security that is normally done by the District Agriculture and Livestock Officer (DALDO) will be used and reinforced to monitor the programme level.

*Annual surveys on indicators of progress and its restitution*

*Coordinate the organisation of the MTR and final evaluation of the programme*

- An external mid-term review (MTR) will be performed before 30 months after the start of the programme implementation:
  - o During its annual meeting in year 2, the steering committee will formally decide on how the mid-term review will be organised. In particular, it will make sure that just before the evaluation, each partner organisation must measure the value of the indicators (output and outcome) and make the collected data available to the evaluator
  - o Each BFFS partner has to finance the MTR of its own project, but to respect the programme approach, the review will be organised as one integrated exercise
  - o the programme coordination secretariat will organise a consultation between the partner organisations in order to prepare for the mid-term reviews (terms of references). The coordination secretariat will ensure that the MTR will include gender issues.
  - o The mid-term review is carried out during the second quarter of year 3 at the latest
  - o the results of the review will be presented by the coordination secretariat to the Steering Committee for endorsement of the proposed recommendations
- At the end of the project, an external final evaluation of the programme will take place, organized and funded by the BFFS. This evaluation mission will perform a check of compliance with results listed in this programme documents and will capitalise lessons learned. It will confirm the relevance of a consolidation programme/2nd phase of the programme and formulate recommendations with a view to the preparation of the TFD for the second phase.

*Identify and promote conditions for scaling-up*

- Capacity development of local institutions for replication and scaling-up
- Advocacy of the program to national stakeholders and donors
- Developing a replication and scaling-up strategy

During the implementation of the project the PCS will elaborate on the above mentioned conditions, partially based also on the specific findings of the MTR.

A more detailed planning of the activities is presented in the implementation calendar (annex 3)

### **3.5 Indicators and means of verification**

The indicators and means of verification are provided in the logical framework in annex 1.

During the set-up of the M&E framework and the baseline, indicators can be reviewed or refined in coordination with all partners. Baseline data will be collected at the start of the intervention and indicators will be annually reviewed. Where required and possible, specific gender indicators will be developed and data will be disaggregated by gender.

The regular management meetings with the BFFS partners will be used to self-assess and evaluate the degree of coordination and coherence of the different components, and hence the efficacy of the coordination.

## 3.6 Description of beneficiaries

### 3.6.1 Direct beneficiaries of the program

The direct beneficiaries of the intervention are the food insecure households of the (15) selected villages. A special focus is on women and youth of these villages in relation to income diversification and income control.

### 3.6.2 Beneficiaries of the project

In addition to the above mentioned direct beneficiaries of the programme there are also the direct and indirect beneficiaries from the project component such as:

- PMO: strengthened capacity for the strategic coordination of food security programs between different ministries and the Local Government Authorities, especially related to food security programs in regions with pastoralism as dominant livelihood system. In addition additional experience with the coordination of multi-actor programs.
- MLFD: strengthened institutional management capacity for the implementation and monitoring of food security programs in regions where pastoralism is the dominant livelihood system. More capacity for development of adequate policies for development of pastoralism linked to food security, especially for the Department of Policy and Planning.
- TFNA: more experience with programs on decentralized level and therefore improved capacity to initiate and coordinate initiatives to improve nutrition in areas with pastoralism and to support the development of related policies.
- Local Government Authorities (Regions and Districts): improved capacity for coordination of programs addressing food insecurity and for replication and scaling-up of similar programmes.

## 3.7 Risk Analysis

The most important identified risks can be summarized as follows:

Risks	Probability	Impact	Risk Level	Alleviation measure
Partners do not want to coordinate for the implementation and monitoring of the programme.	Low	High	Medium	Ensure that all stakeholders perceive and respect the responsibility of the coordination straight from the beginning similar and as formulated during the formulation workshops  Recruit a capable Project Coordination Manager who can steer well the processes linked to the coordination of the program and is respected as a 'functional authority'.
Local Partners do not respect contracts established with BFFS Partners	Low	Medium	Low - mediu	Continue good cooperation process developed during formulation of the programme  Keep coordination secretariat as a neutral Partner fostering the interests of

				<p>the programme</p> <p>Ensure sufficient coordination meetings to discuss and harmonize visions</p> <p>Effective communication with BFFS Partners, BFFS and Attaché</p>
Districts are not respecting the agreed conditions for collaboration (MoU)	Medium	Medium	Medium	<p>Continue good cooperation process developed during formulation of the programme</p> <p>Ensure an effective kick-off workshop within the districts and the joint formulation of the MoU</p> <p>Keep coordination secretariat as a neutral Partner fostering the interests of the programme</p> <p>Ensure sufficient coordination meetings to discuss and harmonize visions</p> <p>Involve Regional and National Authorities</p>
Frequent Transfers of Focal point officers at district	Medium	Medium	Medium	<p>Discuss transfer issue and its consequences at the beginning of the program with DED and DC</p>
Different expectation on responsibility between BFFS and BTC	Low	Low	Low	<p>Effective communication between the Project Coordination Secretariat , EoB and BFFS</p> <p>At the start of the implementation of the program, a clear discussion on responsibility and communication with EoB, Representation BTC and Programme Coordinator should be held</p>

## 4 RESOURCES AND COMMITMENTS

### 4.1 Financial resources

#### 4.1.1 Financial contribution of the Partner Country

No financial contribution foreseen

#### 4.1.2 Financial contribution of Belgium

The Belgian contribution for the whole programme is between 10.000.000 and 12.000.000 EUR, depending final approval of the budgets linked to the different project proposals of the other BFFS Partners.

The budget for the support of the general coordination and result 4 of the programme, subject of this TFD is 1.600.000 EUR (see annex 4 for the detailed budget).

### 4.2 Human resources

#### 4.2.1 Project staff

Function	International /national	Nb of Months	Financed by / Mobilized by	Contracted by
Programme Coordinator	International	60	Project	BTC
Administrative secretary	National	60 (part-time)	Project	BTC or other BFFS partner (shared costs)
Driver	National	60	Project	BTC
Accountant	National	60 (part-time)	Project	BTC

#### 4.2.2 Other key staff

MLFD and Regions will designate each a Programme focal point.

Districts will ensure participation of their staff through nominating a District Facilitation Team (DFT) and District Focal Points (DFP) officers.

### 4.3 Other commitments

#### 4.3.1 Mutual contribution

BTC, MLFD and PMO agree to sign the partnership agreement that will be proposed by the BFFS with all other BFFS partners, and commit to monitor and enforce its good understanding and application.

### 4.3.2 Belgian contribution

The budget for the coordination component (R4 of the Programme) will support:

- One third of the expenditures related to office space and functioning (including HR such as cleaner, keeper, and receptionist) as these expenditures will be shared with 2 other BFFS partners. This will be officially regularized in a mutual agreement with other BFFS partners.
- Mobility, ICT and communication equipment and means (car, fuel, missions, phone, internet, etc.) for the Programme Coordinator and the coordination secretariat
- Punctual regular mission costs for the MLFD Regional and Districts focal points

Participation of other BFFS partners and their counterparts to coordination events (meetings, field visits) is supported on their own budgets.

The Belgian contribution is EUR 415.910 for Result 1 and EUR 446.160 for Result 2.

Through BTC Representation, BTC HQ will provide backstopping to the project for the sector, operation and finance and possibly for the cross cutting issues. The scope of each mission can be variable and will be established in consultation with the Coordination Structure and the Representation.

BFFS and the Belgian Embassy commit to seek and foster synergies with other projects and programmes whenever possible: through the bilateral cooperation programme, their participation to sectorial meetings, donor groups, other food security programmes in different countries, etc.

### 4.3.3 Tanzanian contribution

PMO and MLFD commit to mobilize any Technical Ministry related to the components of the BFFS programme.

PMO, MLFD, Regions and Districts commit to seek and foster synergies with other projects and programmes whenever possible and ensure the availability of committed and capable Focal Points

## 5 IMPLEMENTATION MODALITIES

### 5.1 Regulatory framework

The regulatory framework of the present project is governed by:

- the General Agreement for Development Cooperation between the Kingdom of Belgium and the United Republic of Tanzania signed on 16th October 2002 between the two governments;
- The Partnership Agreement between the two governments for this BFFS Programme
- The implementation agreement (CMO) signed between BTC and the Belgium Party.

For the Belgium Party, DGD is responsible for the Belgium contribution to the intervention. The Belgium Party signs an implementation agreement with BTC for the project.

The Resident representative of BTC in Tanzania will act as the authorizing officer for the BTC component.

### 5.2 Project Life cycle

The project execution period is planned for 60 months.

#### Preparation phase

Validation of TFF – Implementation agreement notification (CMO)

Activities to be carried out during the preparatory phase by the BTC representation such as launching of international and national HR recruitment processes, opening of main project account, start launching procurement of material & logistics and preparation of necessary procurements for outsourced parts of the baseline

Some expenses (pre-CMO notification expenditures) can be done but only those linked to the recruitment process and the procurement of logistics:

HR	Costs
HR recruitment costs	3.000 EUR
Logistics	
Procurement of vehicle	35.000 EUR
Procurement of IT equipment	4.200EUR
Total	42.200EUR

#### Project Operational Closure

*Indicative duration: 6 months*

PSC Closing programming – PSC Final report validation (Discharge of project team)

The execution ends with an operational closure phase to ensure proper technical and administrative closing and hand-over. Project final report is produced after the end of the execution period.

This operational closure period starts at the latest 6 months before the end of the Specific Agreement.

Final report:

- Administrative information
- Financial information



- Operational information
- Information on Results

After the discharge of the team, the Representation and partner can still proceed to the liquidation of last contractual commitments.

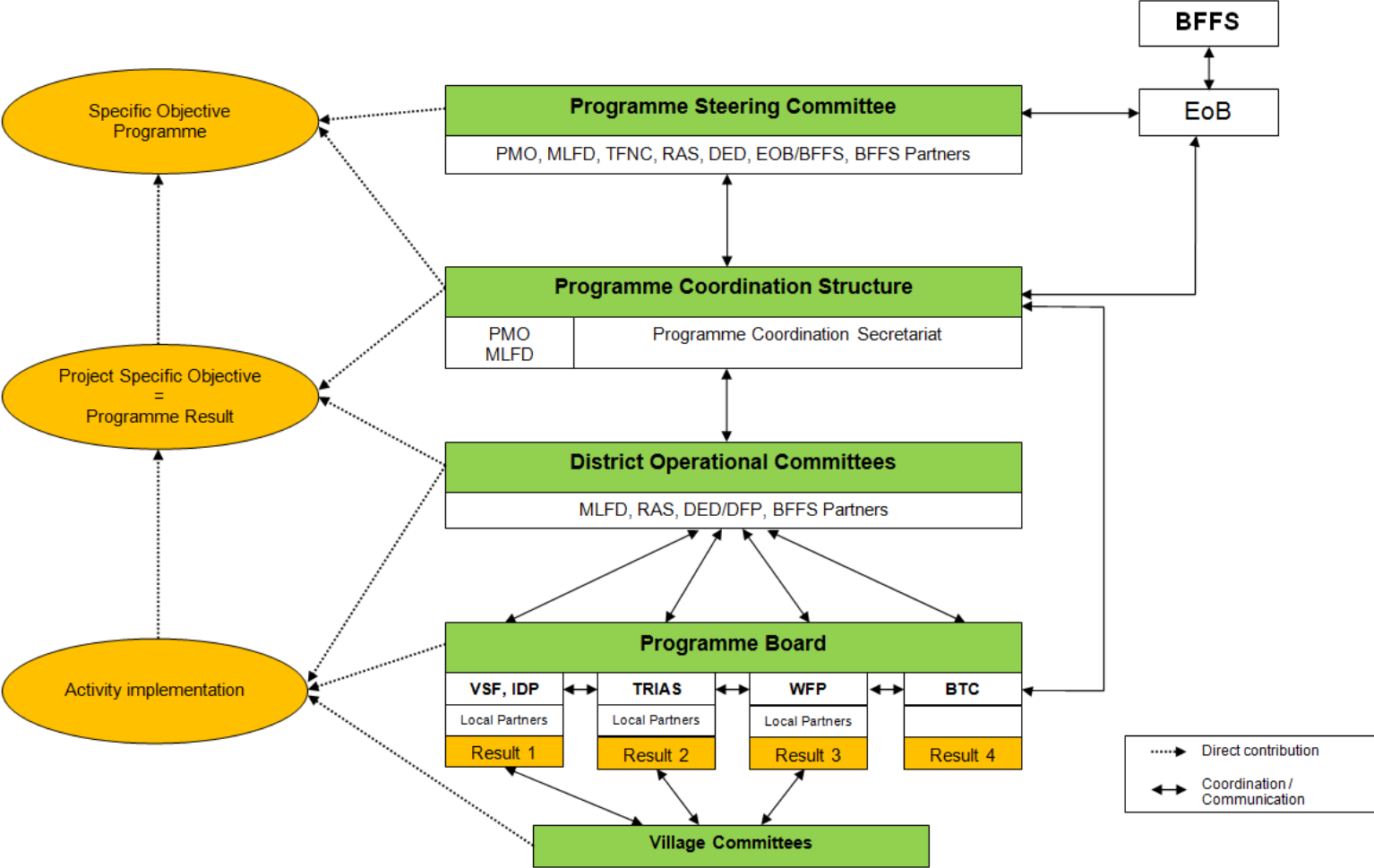
The final report is sent to DGD and when approved the project is administratively closed.

### **5.3 Steering and implementation structures**

The steering and the implementation of this intervention will be assured by 4 different structures:

- The Programme Steering Committee
- The Programme Coordination Structure
- The Programme Coordination Secretariat
- The Programme Board

### 5.3.1 Programme Organisation



### 5.3.2 The Programme Steering Committee

The BFFS Partners, Tanzanian and Belgian parties agree to create a Programme Steering Committee (PSC), which will strategically steer the project.

#### **Composition:**

The PSC is composed of the following members or their representative:

- PMO (Chair)
- MLFD (Co-chair)
- TFNC
- DED of Simanjiro and Longido
- Assistant Administrative Secretary of the Economic and Production Section of Arusha and Manyara Regions
- Belgian Attaché for International Cooperation, representing BFFS
- One representative of each BFFS partner (for BTC: the Resident Representative)

The PSC may invite external experts or other stakeholders as resource persons on an ad hoc basis.

#### **Role and functions:**

The PSC has a supervisory role and must ensure the internal and external coherence of the programme.

Its tasks will involve:

- ensuring that the programme guidelines are respected
- determining the relevance of the planned changes
- ensuring coherence with the actions of the other development actors and national policies
- validating the annual budgets
- validating the programme reports
- validating the evaluation results.

#### **Operating mode:**

- Each member institution commit to delegate the same person for each meeting
- The PSC establishes his rule of order during its first meeting
- The PSC meets upon invitation of its chair at least once a year. Extraordinary meetings can be held upon request of one of its members. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents
- The PSC meets at least once a year. If required extra-ordinary meetings can be organized. The first meeting will be within 3 months after the start of the project. There will be an extraordinary meeting for discussing and approving the baseline and the Inception reports (at the latest within 9 months after the start)
- Decisions of the PSC shall be taken by consensus. Decisions of each meeting of the PSC shall be recorded in minutes signed by its present voting members
- A PSC is held at the latest six months before the end of the project in order to approve the final

report, prepare the modalities of the programme closure;

- The Programme Secretariat will act as the Secretariat for PSC. It will provide the necessary information to its members in advance of each meeting, write the minutes, make them signed and send them to the concerned parties.

### 5.3.3 The Programme Coordination Structure and Secretariat

#### 5.3.3.1 The Programme Coordination Structure

The Coordination Structure of the Programme is composed by the national public institution responsible for food security and the partner organisation supporting coordination. The coordination structure has to guarantee the internal and external coherence of the programme and the effective implementation of the actions and interventions of the partner organizations<sup>2</sup>.

The “coordination structure” has to make sure that the interventions of the different Partners are executed in a coordinated way in order to obtain the different results of the programme for achieving the specific objective of the programme (internal coherence). In addition, the coordination structure has to ensure also that the BFFS programme is coherent with the national policy and strategies of Tanzania for Food Security, and with other similar interventions (external coherence).

The role and functions of the different actors of the “coordination structure” of the programme are the following:

##### National public institution responsible for food security

PMO, as national public institution responsible for food security, will be chairing<sup>3</sup> the steering committee of the programme, and guarantee that all national stakeholders dealing with food security are involved when necessary. This includes the consistency with the country's policies and strategies.

##### BFFS representative contracting authority

The Belgian Attaché for International Cooperation, as representative of the contracting authority, will play an important role in guaranteeing that every BFFS partners respects the decisions made by the Steering Committee or the BFFS.

PMO and the Attaché for International Cooperation will guarantee that all the other Belgian and non-Belgian development actors are involved when necessary, in order to harmonize the programmes, ensure synergies and complementarities between them and avoid the duplication of effort.

##### Partner organisation supporting coordination

BTC has been requested as BFFS partner, to support the coordination of the programme. In addition to this, BTC will implement Result 4 of the programme: effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity.

##### Lead technical Ministry (MLFD)

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<sup>2</sup> BFFS Procedures Manual, chapter 4, paragraph 2.2

<sup>3</sup> The context study has indicated MLFD as national institution for the program coordination. The formulation team does not agree this choice, as the MLFD has not the mandate to act on Food Security programs and to coordinate different ministries and development partners. The context study recognizes in fact also that this is the mandate of the PMO.

Taking into account that the programme is built around pastoralism as main livelihood system, MLFD will facilitate and monitor closely the technical aspects related to pastoralism, mainly through participating to quarterly visits to the field and the Operational Committee Meetings. MLFD will be responsible for the technical scope of the program.

Due to the particular contractual set-up of the programme involving NGOs, bilateral and multilateral actors, the Embassy, representing BFFS, is also a key stakeholder to support the Coordination Structure of the Programme.

### **5.3.3.2 The Programme Coordination Secretariat**

Given the complex setting of the multi-actor programme and the institutional context and setting, BTC, as Partner organisation supporting coordination, will recruit an international technical adviser (ITA) for the management of the coordination of the programme as well as for the implementation of result 4.

The ITA will support the coordination process of the programme at the level of BFFS partners, districts, regions and national level. This includes the strengthening of the institutional and individual capacities for the coordination for the programme at the national, regional and district level.

The ITA together with some supporting staff (administrative secretary, accountant and driver) will form the Programme Coordination Secretariat (PCS). This PCS will support the coordination structure to ensure that the interventions of the different partners are coordinated, so that the programme's results and objectives can be achieved. It will therefore carry out the following tasks:

- the setting-up of communication channels
- the identification of relevant themed, technical and methodological documents and their distribution to the programme partners
- the coordination of the joint baseline study
- the organisation of workshops and consultation and deliberation meetings with the programme partners
- the monitoring of the programme (based on the development of the indicators)
- the organisation of joint monitoring missions in the field
- the monitoring of the risk matrix for the programme
- the consolidation of the progress reports of the partners and the drafting of a programme progress report
- the preparation and organisation of Steering Committee meetings
- the presentation of programme and project progress reports to the annual Steering Committee meeting
- the annual report to the DGD on the progress of the programme
- the facilitation and coordination of the mid-term evaluation of the projects, ensuring that this exercise is coordinated
- helping the DGD to organise the final programme evaluation and draft the ToR
- the setting-up of a system for sharing information and expertise between the programme partners (knowledge management)
- capitalisation on best practice and the lessons learnt.

### 5.3.4 The Programme Board

The Programme Board is the assembly of the project managers appointed by each BFFS Partners for their individual project. It will be extended to Districts and/or MLFD Focal points when needed.

The programme board will meet regularly (for example each month) to analyse the quality and needs of the coordination in all its components (such as planning of shared activities, harmonization of logistics, involvement of authorities, early conflicts warnings, etc.). It can also meet whenever desired by one of the partners. It will decide on actions to improve the overall coordination at all levels.

The functioning of the programme board will be further defined during start-up of the project (including frequency and tools to assess coordination). This will depend among others on the physical location of project managers and of the outputs from other regular meetings. In any case this must remain as flexible and light as possible to fulfil its expected purpose.

For the monitoring on synergies & coordination a SPIDER web analysis could be used as a self-evaluation tool. Possible components can be:

- Quality of the synergies between BFFS-partners
- Quality of the synergies between local partners
- Coordination & synergies at district level (CB & implementation)
- Coordination & synergies at village - & group level
- Quality of the global coordination

## 5.4 Management modalities

A Programme Operations Procedures Manual (in conformity with BFFS procedures manual) will be adopted at the start of the project that will further detail all the areas of the operational management.

### 5.4.1 Reporting

The general principles are:

- to be able to present the programme progress reports to the Steering Committee, for this the Coordination Structure must receive the progress reports for the individual projects at the appropriate time
- together with the partner organizations, it must set a cut-off date for the submission of their reports
- the Coordination Secretariat will consolidate the progress reports from the partner organizations and prepare a narrative
- at least complete annual reports of projects and programme must be prepared, as well as a final report (for projects and programme)

The reporting process and minimum content are described in the Procedures Manual of the BFFS.

### 5.4.2 Human Resources

BTC will recruit the ITA following BTC procedures.

### 5.4.3 Financial management

The financial management of this project will be assured directly by BTC following its own procedures and based upon action and financial plans approved by the SC.

#### **5.4.4 Procurement**

Procurement of goods, works and services will follow the Belgian regulations for public tendering.

In order to ensure transparency of procurement practices of the intervention, all members of the steering committee, upon request, will have access to all administrative, financial and technical documentation regarding procurement.

#### **5.4.5 Monitoring & Evaluation**

The M&E of this intervention will be integrated in the M&E framework of the BFFS programme, as described in Chapter 3 under § 3.3.1 activity 1.5 and § 3.4.3.

#### **5.4.6 Financial Audit**

A financial external audit will be foreseen at least once during the implementation and should be harmonized with the mid-term review time frame.

The external audit is required to evaluate:

- whether the accounts of the project reflect reality
- the internal control system maturity and respect of procedures
- the economic and efficient use of funds (value for money)

BTC will write the terms of references of the audits and select the independent and certified (international standards) audit firm.

The auditor's reports will be presented to the PSC. The Project Coordinator has to elaborate an action plan, in order to improve the procedures and to prove that corrective measures have been taken. This action plan will be presented to the PSC.

Each year an Audit Committee reviews the accounts of BTC. Within this framework, the Audit Committee may also carry out audits of programmes in Tanzania. The Audit Committee of BTC may also request that BTC's internal auditor to audit the project.

### **5.5 Reporting**

The reporting will be in line with the programme reporting, as described in 3.3., and following the procedures agreed on by the PSC.

## 6 ANNEXES

### 6.1 Annex 1: Logical framework

As per BFFS programme approach using an embedded logical framework, the specific objective of this project is the Result 4 of the programme: Effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity.

	Logical of the intervention	Indicators	Sources of verification	Hypotheses
<b>GO</b>	<u>Global objective</u> Higher and more secured income used for nutrition and improved local availability of food for 9.000 households in 15 villages in Simanjiro and Longido districts and in particular for 40% of impoverished households, women and youth	<ul style="list-style-type: none"> <li>- Increase of x % of women and HH with a stable income throughout the year</li> <li>- HH have an increased % of the income spend on locally produced diverse animal products</li> <li>- Increase of X % of the HH in the targeted villages with 2 meals a day during the dry season</li> </ul>		
<b>SO</b>	<u>Specific objective</u> Effective coordination of the programme assuring coherence, induced cooperation and increased implementation capacity	<ul style="list-style-type: none"> <li>- Partners reporting against established M&amp;E framework</li> <li>- Degree of coordination of activities in the field</li> <li>- Information on programme progress shared with all partners</li> </ul>	Minutes of the meetings Interviews of the partners Reports	The partnership agreement is respected by the different BFFS partners with their local partners
<b>R 1</b>	<u>Result 1</u> Internal coherence of the programme is facilitated	<ul style="list-style-type: none"> <li>- Number and type of planned coordination meetings held and their appreciation by the</li> </ul>	Minutes of the meetings Baseline report and minutes of coordination meetings for BLS	Partners are willing to continue to harmonize approaches and coordinate their planning of activities



		<p>participants</p> <ul style="list-style-type: none"> <li>- Coordination and joint execution of the baseline study</li> <li>- Coherence on monitoring and risk matrix between the Partners</li> <li>- Implementation of the jointly established planning of activities by the different partners</li> <li>- Appreciation of the coordination mechanisms put in place</li> </ul>	<p>BLS study with monitoring and risks matrixes</p> <p>Self- and external evaluation reports</p> <p>Minutes of joint monitoring missions in the field</p>	
<b>R 2</b>	<p><u>Result 2:</u></p> <p>Strategic coordination, effective communication, joint learning and capacity development for coordination is developed</p>	<ul style="list-style-type: none"> <li>- degree of coordination and coherence of M&amp;E</li> <li>- Number and content of reflection days and capitalization exercises conducted</li> <li>- Satisfaction of implementing partners in terms of information sharing</li> <li>- Number and type of Information documents disseminated</li> <li>- Integration in District development plans</li> <li>- Ability of key-stakeholders to coordinate the program for achieving the outcome and result oriented management</li> </ul>	<p>Minutes of different meetings + yearly evaluations</p> <p>Annual reports</p> <p>Interview with implementing partners</p>	<p>Implementing partners are interested and make the necessary time for coordination, reflection and critical review to learn lessons</p>

	<b>Activities to reach Result 1</b>	<b>Belgian Contribution</b>
<b>R 1</b>	<u>Result 1:</u> Internal coherence of the programme is assured	EUR 415.910
<b>A 1</b>	<ul style="list-style-type: none"> <li>- Kick-off workshops (4) and quarterly meetings of Operational Committee</li> <li>- Monitor clear role and tasks division among partners and with the district and regions</li> <li>- Facilitate and compile operational reporting and planning</li> <li>- Support of District Focal Points for coordination</li> <li>- Establish a M&amp;E framework for the programme and facilitate that the M&amp;E of each partners is in line with this</li> <li>- Facilitate internal decisions making &amp; conflict resolution</li> </ul>	
	<b>Activities to reach Result 2</b>	
<b>R 2</b>	<u>Result 2:</u> Strategic coordination, effective communication, joint learning and capacity development for coordination is developed	EUR 446.160
<b>A 2.</b>	<ul style="list-style-type: none"> <li>- Organize, prepare and report on yearly steering committees</li> <li>- Organize study visits for Steering Committee and key-stakeholders</li> <li>- Facilitate effective communication</li> <li>- Facilitate learning and sharing with relevant stakeholders</li> <li>- Provide capacity building for MLFD in effective coordination</li> <li>- Follow-up of Risks and mitigation measures</li> </ul>	

## 6.2 Annex 2: Responsibilities of the involved institutions

Institution	Responsibilities
BFFS Partners (excluding Partner for coordination)	<ul style="list-style-type: none"> <li>✓ Validation of the programme framework and targeting</li> <li>✓ Financial contribution to base line study, contribution to organization and execution of the baseline study in the field</li> <li>✓ Participation in the validation workshop in the respective district</li> <li>✓ Respect targeting of the programme (incl. geographical targeting)</li> <li>✓ Achieving the results and sub results for which it is responsible</li> <li>✓ Respect role of project coordination in communication and coordination with government partners (district, region and national)</li> <li>✓ Monitor key indicators and progress indicators</li> <li>✓ Write periodical reports respecting guidelines from project coordination and transparent financial reports per district and per result</li> <li>✓ Participate in 3 monthly operational committees at the district level</li> <li>✓ Participate in yearly field visit and joint local steering committee at the regional level</li> <li>✓ Participate in communication strategy of the programme if necessary</li> <li>✓ Participate in midterm review and end final evaluation of the programme, contribute to organization of data collection</li> </ul>
BFFS Partner for coordination (BTC)	<ul style="list-style-type: none"> <li>✓ Monitor clear role and task division among partners and with the districts and regions</li> <li>✓ Coordinate Base Line Survey with partners and district</li> <li>✓ Establish a M&amp;E framework for the programme as much as possible aligned with district M&amp;E and facilitate that the M&amp;E of each Partner is in line with the one of the programme</li> <li>✓ Organize 3 monthly operational meetings with districts, BFFS partners, regions and the focal point officer of the MLFD</li> <li>✓ Facilitate reporting and planning by district and partners and compile quarterly and yearly reports of the programme based on reports of the BFFS partners per district</li> <li>✓ Ensure the involvement of all key stakeholders</li> <li>✓ Organize, prepare and report on yearly joint steering committees and field visits</li> <li>✓ Follow up of the implementation of the recommendations and the conclusions of the joint steering committee and MTR by the Partners</li> <li>✓ Facilitate effective communication between Partners and Districts and with other stakeholders for being well informed on progress at village level and districts</li> <li>✓ Organize for members of Operational and Steering committee study visits to the locations of interventions or other relevant locations</li> <li>✓ Facilitate internal decision making &amp; conflict resolution</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Coordinate well with MLFD and other members of the Steering Committee and Stakeholders and support their capacity building for effective coordination and implementation of similar programmes</li> <li>✓ Capitalize on lessons learned and best practices and facilitate the sharing of these experiences with related stakeholders at all levels (village, district, region, national and international)</li> <li>✓ Disseminate relevant thematic, technical and methodological documents among partners and key stakeholders</li> <li>✓ Coordinate and facilitate mid-term and final evaluation</li> </ul>
Districts	<ul style="list-style-type: none"> <li>✓ Align and integrate programme activities in its plans</li> <li>✓ Appoint district focal point for programme</li> <li>✓ Participate to inception workshop in the respective district</li> <li>✓ Respect targeting of the programme (incl. geographical targeting)</li> <li>✓ Contribution to organization of the baseline study in the field</li> <li>✓ Follow up of implementation in the field and connect different departments for the implementation of the programme with BFFS partners</li> <li>✓ Quarterly discussion of the progress reports of partners and organization of the operational committee (with assistance of the BFFS partner for coordination)</li> <li>✓ Report on the operational committee by the district focal point (with assistance of the BFFS partner for coordination)</li> <li>✓ Assist in organizing field visits for the joint local steering committee</li> <li>✓ DED participates in yearly field visit and joint local steering committee</li> <li>✓ Communicate to other stakeholders in the district</li> <li>✓ Participate in midterm review and end evaluation</li> </ul>
DGD	<ul style="list-style-type: none"> <li>✓ Participate in yearly joint local steering committee in the regions</li> <li>✓ Validate yearly reports of the programme</li> <li>✓ Support smooth working relation between DGD, Steering Committee and BFFS partners</li> <li>✓ Support harmonization and alignment</li> <li>✓ Participate in the communication strategy to other donors, programmes, funds and Ministries</li> </ul>
Regions (Manyara and Arusha)	<ul style="list-style-type: none"> <li>✓ Validation of the programme framework</li> <li>✓ Appoint regional focal point (department Livestock)</li> <li>✓ Participate in inception workshop in the respective district</li> <li>✓ Regional focal point: quarterly participation in operational committee in the districts</li> <li>✓ Connect different regional advisors for backstopping the implementation of the</li> </ul>

	<p>programme by the districts</p> <ul style="list-style-type: none"> <li>✓ AAS participates in steering committee and yearly field visit</li> <li>✓ Organize the joint steering committee every two years together with project coordination and MLFD</li> <li>✓ Communicate to other stakeholders in the region</li> </ul>
MLFD	<ul style="list-style-type: none"> <li>✓ Validate targeting strategy and validation of the programme framework</li> <li>✓ Appoint focal point</li> <li>✓ Member of coordination structure jointly with PMO and Project Coordinator</li> <li>✓ Contribution to strategic aspects of the baseline study</li> <li>✓ Participate in the inception workshop in the respective district</li> <li>✓ Focal point: attend operational committee in the districts (quarterly)</li> <li>✓ Validate semester and yearly reports based on reports from the partners and from the district operational committees (with assistance of the partner for coordination)</li> <li>✓ Initiate the yearly joint local steering committee and field visit and organize together with the regions (streamline over the two regions)</li> <li>✓ Participate in yearly joint local steering committee, formulate lessons learnt and reorientation</li> <li>✓ Communication with other partners/ stakeholders not directly involved in the programme (with assistance of the BFFS partner for coordination)</li> </ul>

### 6.3 Annex 3 : Implementation Calendar

				2015				2016				2017				2018				2019			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Internal coherence</b>																							
A	02	01	Operational meetings																				
			preparation and kickoff workshops																				
			3 monthly operational + yearly planning meetings																				
A	02	02	Support to coordination by District focal points																				
<b>Strategic coordination &amp; CD</b>																							
A	02	03	Steering committee				x																
A	02	04	Study visits																				
A	02	05	Communication material & final workshop																				
A	02	06	Capacity building activities (training, exchanges, workshops)																				
			training according to needs during implementation																				
			Final workshop for capitalisation																				
			Training of national partners																				
A	02	07	Missions Focal point MLFD to field and ITA to Dar / Dodoma																				
<b>M&amp;E</b>																							
Z	01	01	Baseline																				
			baseline study at program level																				
			workshops BLS																				
Z	01	02	Annual surveys and restitution																				
Z	01	03	Mid-Term Review																				
			consultancy for program level																				
			workshops MTR and ETR																				
Z	01	04	Audit																				
Z	01	05	Backstopping																				

## 6.4 Annex 4: Budget

BUDGET TOTAL			Execution mode	BUDGET TOTAL	%	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
<b>A</b>	<b>Operational costs - Institutional strengthening for coordination</b>			<b>862,071</b>	<b>54%</b>	<b>231,271</b>	<b>157,700</b>	<b>152,700</b>	<b>152,700</b>	<b>167,700</b>	
A	01	Investments		45,200	3%	45,200	0	0	0	0	
A	01	01	Office equipment	Own-mgt	5,500	0%	5,500	0	0	0	
			Furniture, fan.		1,000	0%	1,000	-	-	-	
			Photocopier		3,000	0%	3,000	-	-	-	
			Accessories		1,500	0	1,500	-	-	-	
A	01	02	IT equipment	Own-mgt	4,700	0%	4,700	0	0	0	
			Laptops (& windows)		1,000	0%	1,000	-	-	-	
			Desktops & UPS		1,200	0%	1,200	-	-	-	
			Printer		550	0%	550	-	-	-	
			Software - licenses (Microsoft Office)		250	0%	250	-	-	-	
			Cell Phone (PIU)		200	0%	200	-	-	-	
			Accessories		1,500	0%	1,500	-	-	-	
A	01	03	Car	Own-mgt	35,000	2%	35,000	0	0	0	
			4*4		35,000	2%	35,000	-	-	-	
A	02	Operation		298,771	19%	80,051	54,680	49,680	49,680	64,680	
A	02	01	Internal coherence - Operational meetings	Own-mgt	54,500	3%	26,900	6,900	6,900	6,900	6,900
			preparation and kickoff workshops		20,000	1%	20,000	-	-	-	
			3 monthly operational + yearly planning meetings		30,000	2%	6,000	6,000	6,000	6,000	
			transport		4,500	0%	900	900	900	900	
A	02	02	Internal coherence - Support to coordination by District focal points	Own-mgt	31,000	2%	6,200	6,200	6,200	6,200	6,200
			allowances/expenditures		20,000		4,000	4,000	4,000	4,000	
			transport costs		11,000	1%	2,200	2,200	2,200	2,200	
A	02	03	Strategic coordination & CD - Steering committee	Own-mgt	40,000	3%	10,000	10,000	5,000	5,000	10,000
			JLPC meeting and visits		40,000	3%	10,000	10,000	5,000	5,000	
A	02	04	Strategic coordination & CD - Study visits	Own-mgt	15,000	1%	3,000	3,000	3,000	3,000	3,000
			Study visits		15,000	1%	3,000	3,000	3,000	3,000	
A	02	05	Strategic coordination & CD - Communication material & final workshop	Own-mgt	10,000	1%	2,000	2,000	2,000	2,000	2,000
			communication material		10,000	1%	2,000	2,000	2,000	2,000	
A	02	06	Strategic coordination & CD - Capacity building activities (training, exchanges, workshops)	Own-mgt	35,000	2%	5,000	5,000	5,000	5,000	15,000
			training according to needs during implementation		20,000	1%	4,000	4,000	4,000	4,000	
			Final workshop for capitalisation		10,000	1%	-	-	-	-	
			Training of national partners		5,000	0%	1,000	1,000	1,000	1,000	
A	02	07	Strategic coordination & CD - Missions Focal point MLFD to field and ITA to Dar / Dodoma	Own-mgt	15,750	1%	3,150	3,150	3,150	3,150	3,150
			Flight tickets		9,000	1%	1,800	1,800	1,800	1,800	
			Per diems		6,750	0%	1,350	1,350	1,350	1,350	
A	02	08	Office rent	Own-mgt	27,000	2%	5,400	5,400	5,400	5,400	5,400
			Office rent		27,000	2%	5,400	5,400	5,400	5,400	
A	02	09	Services and maintenance costs	Own-mgt	12,400	1%	2,480	2,480	2,480	2,480	2,480
			IT maintenance		2,400	0%	480	480	480	480	
			office maintenance		4,000	0%	800	800	800	800	
			Security Guards Contract		6,000	0%	1,200	1,200	1,200	1,200	

A	02	10	Telecommunications	Own-mgt	15,300	1%	3,300	3,000	3,000	3,000	3,000
			External communication		15,000	1%	3,000	3,000	3,000	3,000	3,000
			Network installation		300	0%	300	-	-	-	-
A	02	11	Office supplies & rehabilitation	Own-mgt	10,071	1%	6,071	1,000	1,000	1,000	1,000
			Office supplies		5,000	0%	1,000	1,000	1,000	1,000	1,000
			Office rehabilitation		5,071	0%	5,071	-	-	-	-
A	02	12	Financial costs	Own-mgt	1,250	0%	250	250	250	250	250
A	02	13	Vehicle running costs	Own-mgt	31,500	2%	6,300	6,300	6,300	6,300	6,300
			Vehicles fuel/pkg		12,000	1%	2,400	2,400	2,400	2,400	2,400
			Vehicles maintenance		15,000	1%	3,000	3,000	3,000	3,000	3,000
			Insurance (vehicles/office)		4,500	0%	900	900	900	900	900
A	03		Staff expenses		518,100	32%	106,020	103,020	103,020	103,020	103,020
A	03	01	International recruited Technical Assistant (ITA)	Own-mgt	450,000	28%	90,000	90,000	90,000	90,000	90,000
			International recruited Technical Assistant (ITA)		450,000	28%	90,000	90,000	90,000	90,000	90,000
A	03	02	Finance and administration team	Own-mgt	27,000	2%	5,400	5,400	5,400	5,400	5,400
			Accountant		15,000	1%	3,000	3,000	3,000	3,000	3,000
			Administrative assistant (Secretary)		12,000	1%	2,400	2,400	2,400	2,400	2,400
A	03	03	Drivers	Own-mgt	38,100	2%	7,620	7,620	7,620	7,620	7,620
			Driver		30,000	2%	6,000	6,000	6,000	6,000	6,000
			Perdiems		8,100	1%	1,620	1,620	1,620	1,620	1,620
A	03	04	Other staff expenses	Own-mgt	3,000	0%	3,000	0	0	0	0
			Recruiting costs		3,000	0%	3,000	-	-	-	-
<b>B</b>			<b>Support to the coordination of the Programme</b>		<b>450,000</b>	<b>28%</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
B	01		Programme Support		450,000	28%	90,000	90,000	90,000	90,000	90,000
B	01	01	International recruited Technical Assistant (ITA)	Own-mgt	450,000	28%	90,000	90,000	90,000	90,000	90,000
			International recruited Technical Assistant (ITA)		450,000	28%	90,000	90,000	90,000	90,000	90,000
<b>Z</b>			<b>Management costs</b>		<b>116,500</b>	<b>7%</b>	<b>23,500</b>	<b>16,000</b>	<b>43,500</b>	<b>16,000</b>	<b>17,500</b>
Z	01		Audit and Monitoring and Evaluation		116,500	7%	23,500	16,000	43,500	16,000	17,500
Z	01	01	Baseline	Own-mgt	21,500	1%	21,500	0	0	0	0
			baseline study at program level		20,000	1%	20,000	-	-	-	-
			workshops BLS		1,500	0%	1,500	-	-	-	-
Z	01	02	Annual surveys and restitution	Own-mgt	56,000	4%	0	14,000	14,000	14,000	14,000
			measurement of impact indicators		40,000	3%	-	10,000	10,000	10,000	10,000
			annual restitution of follow-up of indicators		16,000	1%	-	4,000	4,000	4,000	4,000
Z	01	03	Mid-Term Review	Own-mgt	19,000	1%	0	0	17,500	0	1,500
			consultancy for program level		16,000	1%	-	-	16,000	-	-
			workshops MTR and ETR		3,000	0%	-	-	1,500	-	1,500
Z	01	04	Audit	Own-mgt	10,000	1%	0	0	10,000	0	0
Z	01	05	Backstopping	Own-mgt	10,000	1%	2,000	2,000	2,000	2,000	2,000
			<b>Sub-total activities and general means</b>		<b>1,428,571</b>	<b>89%</b>	<b>344,771</b>	<b>263,700</b>	<b>286,200</b>	<b>258,700</b>	<b>275,200</b>
			<b>Overheads (12%)</b>		<b>171,429</b>	<b>11%</b>	<b>41,373</b>	<b>31,644</b>	<b>34,344</b>	<b>31,044</b>	<b>33,024</b>
			<b>TOTAL</b>		<b>1,600,000</b>	<b>100%</b>	<b>386,144</b>	<b>295,344</b>	<b>320,544</b>	<b>289,744</b>	<b>308,224</b>



## 6.5 Annex 5: ToR Programme Coordinator

**Duty Station:** Arusha, Tanzania

**Duration:** 60 months

Function and Tasks:

The expert will assist the Attaché for International Cooperation, representing the Belgian Fund for Food Security (BFFS), for the coordination and monitoring of the BFFS multi-actor Food Security Programme in the Longido and Simanjiro districts in Northern Tanzania.

The Programme will have a Coordination Structure for ensuring that the interventions of the different BFFS Partners are executed in a coordinated way in order to obtain the different results and to achieve the specific objective of the programme.

The Coordination Structure is composed by two national public institutions responsible for food security and BTC, as BFFS partner organisation supporting the coordination. The BTC expert will head the Coordination Secretariat within the Coordination Structure. In addition to the support of the coordination at the level of BFFS partners, districts; regions and national level, the expert will be also responsible for a specific result of the Programme for capacity development and effective coordination of the Tanzanian key-stakeholders (PMO, MLFD, Regions and Districts) and BFFS Partners.

She/he will act as a facilitator and a broker between PMO, MLFD, the Embassy and the BFFS partners will work in close collaboration with those stakeholders both at national as well as with the key-stakeholders at Regional and District level.

The Steering Committee of the Programme has a supervisory role and must ensure the internal and external coherence of the programme and validates the annual budgets and programme reports.

BFFS, represented by the Attaché for International Cooperation in Dar es Salaam, is the Belgian entity responsible for the Belgian contribution.

The Resident Representative of BTC in Tanzania will act as the authorizing officer for the BTC component within the BFFS Programme for which an Implementation agreement is signed.

More specifically, the expert will be responsible for the following activities:

- To be the principal interface with Regional and National Stakeholders
- Support the internal coherence (coordination of implementing partners) and the external coherence (alignment and harmonization) of the programme
- Guarantee the circulation of the information between implementing partners and with external stakeholders
- Coordinate the preparation of operational and steering committees, related field visits and capitalizations activities: programming, invitations, agenda, consolidation of reports, minutes, etc.
- Draft a programme implementation manual for approval by the national steering committee;
- Establish the M&E of the programme: put in place a M&E system, follow-up of indicators, follow-up of risks and of decisions, etc.
- Support the formulation of a baseline study and its coordination at the start of the programme and the organisation of the foreseen evaluations.
- Support Districts and BFFS partners in the preparation, organization and facilitation of the planning, coordination and management of meetings at district level
- Support the capacity building of key-stakeholders for effective coordination and result oriented management of the program and facilitate learning and sharing among them

- On the basis of individual reports prepared by each BFFS partner, consolidate the information at programme level and assure timely submission to the Programme Steering Committee.
- Monitor the respect of the partnership agreement between all BFFS partners
- Facilitate relationship between BFFS partners and local stakeholders (including authorities)
- Meet regularly with all technical staff and partners engaged in programme implementation to ensure coordination
- Assure the implementation and dissemination of the lessons learned
- Conduct regular field visits/missions
- Perform other related duties and/or activities as required upon instructions of the Programme Steering Committee and in consultation with the BTC Representative in Tanzania.

#### Qualifications and Experience

- Higher University degree in rural development or related discipline relevant to this programme
- 10 years of experience in formulating, planning, implementing, coordinating and monitoring projects/programs related to agriculture, food security or rural development
- At least 5 years of experience in working in a context with several actors working in synergies, one of them being national authorities, of which partly in sub-Saharan Africa
- At least 3 years of experience as a coordinator / facilitator of a multi-actor and/or multi-sector development programme for an international agency involving the coordination of several components. contributing to a common objective
- Experience in working with NGO's and Local Government Authorities and with multi-stakeholder processes
- Experience and knowledge of food security related programs
- Mastering of planning and M&E tools and processes
- Experience in Institutional and Organizational capacity development, as well as at the level of local development
- Knowledge of Tanzania and its decentralization system will be an advantage
- Experience in capitalization and quality of development processes
- Knowledge of common IT-applications

#### Skills and abilities

- Excellent coaching and facilitation skills for problem solving and conflict resolution
- Excellent relationship qualities allowing to work in a team
- Excellent communication skills and good technical writing and reporting capacity in English
- She/he is sensitive to relevant cross cutting issues of the Belgian co-operation (environment, gender, HIV/AIDS)
- She/he will accept frequent field missions (with a duration of several days) to remote areas

## 6.6 Annex 6: Lessons Learned from previous BTC – BFFS projects

<i>Lessons learned from previous BTC – BFFS project in TAN</i>	
<i>Recommendations</i>	
Give stronger emphasis on nutrition aspects in future food security projects and use nutrition officers in extension work of districts	Ok done with WFP
The districts and PSOs to continue providing extension support to existing PFGs to the same extent as during project implementation	Ok in the spirit with the institutional anchorage, the coordination and R4, and the emphasis given to and by the NGOs to “use” the civil servants
The extension workers should also support groups to link up with SACCOS	This fall under TRIAS responsibility
Participation of farmers in deciding upon interventions in rural development and consideration of the market should also be followed in future	Ok taken into account with coordination at Village level and with TRIAS component
The project’s stakeholders to finalize the sustainability concept for the Revolving Challenge Fund	Very specific of the old project but to keep in mind
For future projects, develop baseline studies in line with the project’s interventions	Ok fully taken into account
<i>Lessons learned for the intervention</i>	
The formation of groups can successfully unleash the productive potential of resource-weak citizens in rural areas. They enabled farmers to access, pool and develop internal as well as external resources such as land, extension services and capital. They also built organizational capacities and social capital. However, there are several conditions to be met for these positive outcomes to happen: (i) external agents such as extension services and microfinance providers to promote groups, (ii) tools such as constitutions guiding the groups and democratic leadership capacities	Ok this is fully within the strategy of the Programme
The participatory approach made groups select QWPs within their reach. This proved to be a key ingredient for the successful development of the PFGs and for sustainability	Ok participatory approach is fully within the strategy of the Programme
The composition of the groups allowed for the inclusion of the most resource	OK to keep in mind and monitor closely but already in the

weak households	strategy
Several progress reports from the districts reported that the donor dependency syndrome still prevails with a considerable number of PFGs. In this respect, the emphasis on market-oriented QWP proved to be an important move to gradually diminish the prevalence of this syndrome	OK to keep in mind and monitor closely but already in the strategy
The seed capital provided to all groups in the form of grants served as an incentive for group formation and gave the groups a “push” to carry out their projects within a short time. The evidence obtained during the evaluation confirmed the “quick-win” nature of these group ventures. The linkage with savings and credit schemes combined with fostering the financial literacy of the target groups provided the basis for rendering financial services on a sustainable basis. Conceptually, this was the right approach	OK to keep in mind and monitor closely but already in the strategy  Fostering financial literacy is something we have to check
<i>For the partner institution</i>	
The provision of extension services is critical for the further development and sustainability of the PFGs. These do not only provide critical advice for instance with regard to animal and crop disease but also for encouraging group members in their further development and for helping them to overcome internal conflicts when they arise. Most of the groups are not mature enough to stand fully on their own	Ok to monitor the real involvement of the officers in the implementation of the activities, and to adjust with the Partners if necessary => formal agreements (contracts) with the Districts on the scope of work is key and already foreseen in the strategy of the Programme
<i>For the JLPC</i>	
The JLPC was an important platform for financial transparency and for generating a strong sense of ownership on part of the Tanzanian partner institutions. The inclusion of representatives from all institutions involved in project implementation fostered its legitimacy and ensured execution of its resolutions	Ok taken into account, including in its composition with National, Regional and District Authorities
<i>For the BTC Representation</i>	
The backstopping mission conducted in September 2011 provided key conceptual and operational advice. It enabled the project to consider aspects crucial for sustainability such as a stronger focus on savings and credit and capacity building of the staff of district councils. The lesson learned is that projects building upon national implementation structures need such a kind of critical and reflective backstopping from experts that combine up-to-date knowledge with a strong sense of pragmatism	OK taken into account: <ul style="list-style-type: none"> <li>- It is one of the role of the coordination to foster a critical and reflective thinking by the other implementing partners</li> <li>- Backstopping from BTC is foreseen</li> </ul>

<i>For BTC Brussels</i>	
<p>One of the crucial lessons learned is that a project of this nature can be successfully run through national implementation structures and that this approach fosters ownership, mutual accountability and efficiency. A stronger presence of BTC for instance through international advisors might have accelerated implementation especially in the beginning. Overall, though, the gains of this approach outweighed its disadvantages. A swifter implementation within the project set-up could have been achieved by a more operational planning in the beginning</p>	<p>Ok to if correctly understood: BTC ITA mandate is not to substitute with local institutions, but to guarantee that they play their role in the Programme. This will be done partly through on-the-job coaching regarding result based management, realistic planning, and purposeful monitoring.</p> <p>At the same time, the multi-actor approach of the fund with 3 NGOs as partners should be carefully apprehended and their autonomy respected</p> <p>⇒ The balance between CSOs and LGAs is indeed a key challenge. (Clarification and) respect of the mandate of each is of utmost importance</p>
<p>Projects building upon national institutions for implementation, targeting a large number of households and aiming at resource-weak (“vulnerable”) community members need more than three years to generate results. This is especially the case when they require social (for instance group formation, savings and credit schemes) and technical (for example improved methods of crops cultivation and animal husbandry)</p>	<p>OK taken into account with this 5 years programme. More than that this is fully acknowledged by the BFFS strategy which refers to a second 5 years phase to foster sustainability.</p> <p>This medium-term vision should be more emphasized throughout the duration of the project to avoid shortcomings where it will be required to achieve unrealistic results during this first phase</p>
<p>An appropriate monitoring and evaluation (M&amp;E) system is crucial for generating reliable and specific data that allow examining the project’s results with a fair degree of precision. Baseline studies are a key ingredient for a reliable M&amp;E system. When these are not sufficiently attuned to the indicators formulated in the log frame, the assessment of a project’s results cannot be done with the required precision</p>	<p>Ok fully in the strategy and one of the core role of the coordination</p>
<i>From lessons learned within BTC regarding BFFS projects</i>	
<p>The division of tasks between the National public institution in charge of food security, the Embassy of Belgium (through the Attaché), the BFFS HQ and the partner supporting the coordination is understood differently by each</p>	<p>Ok taken into account and clarified based on the law of 19/06/2011, the contractual set-up of the fund and taking into account the multi-actor approach and the specific mandate of each partner</p> <p>This division of tasks is something that must be continuously</p>

	improved as a part of the “laboratory” function and experimental objective of the BFFS strategy
Lines of communication should be clear for each partner	OK elements of clarification provided for communication inside the programme and also towards external Stakeholders  Those lines of communication must be more clearly defined during the start-up of the programme, and formalized in the programme implementation manual
The level of implication of the partner supporting the coordination during formulation can be very different from one situation to another	For TAN programme, it was decided not assume the responsibility of the coordination of the formulation of the whole programme, but to guarantee a strong involvement during the workshops with the other partners. This proved to be a good strategy where BTC already showed its added value  This involvement is something that must be still discussed and improved as a part of the “laboratory” function of the BFFS strategy. Reflexions are ongoing for the next BFFS programmes in other countries
The partner supporting the coordination is a partner as any others, therefore cannot assume responsibility nor speak in the name of the BFFS. This is the role of the Embassy.	Ok this has been clarified in the TFF regarding the division of tasks
The coordination has no responsibility regarding the content of the results (except of course regarding the coordination aspects). The responsibility regarding the overall results of the Programme (including indicators for outcome and impact) lies with all the partners together	Ok this has been clarified in the TFF regarding the division of tasks and the indicators
The coordination support stimulates internal and external coherence, joint working between Partners, synergies in planning, implementing and monitoring activities. It has no hierarchical authority over the other implementing Partners, therefore can only facilitate and not impose.	Ok this has been clarified in the TFF regarding the division of tasks

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