



Belgische Technische Coöperatie nv  
Coopération Technique Belge sa

## FOLLOW-UP EVALUATION REPORT

**Tanzanian-Belgian Study and Consultancy Fund**  
**IN: 19269/11**  
**TAN/01/005**

### BASIC INFORMATION ON THE PROJECT.

Country : **Tanzania**

DAC Sector and sub sector : **Multi-sector**

National or regional institution in charge of the execution: **Ministry of Finance / Technical Ministries**

Agencies in charge of the execution : **Ministry of Finance/Technical Ministries**

Number of BTC international cooperation experts : **None**

Duration of the project (according to SA/SC) : **6 years**

Start date of the project:

    according to SA/SC : **06/12/2001**  
    effective : **06/12/2002**

End date of the project :

    according to SA/SC : **05/12/2007**  
    estimate : **05/12/2007**

Project management methods : **Co-management**

Project total budget : **620,000 Euro**

Report covering the period : **January 2006 to December 2006**

<b>Annexes</b>	<b>Yes</b>	<b>No</b>
1. Results summary	X	
2. Planned activities for the year considered	X	
3. Planned activities year + 1	X	
4. Situation of receipts and expenses for the year considered		x
5. Budgetary estimates year + 1		x
6. Disbursement rate of the project	X	
7. Personnel of the project		x
8. Subcontracting activities and invitations to tender	X	
9. Equipments		x
10. Backers		x

## PART ONE: APPRAISAL

*Evaluate the relevance and the performance of the project by means of the following assessments:*

- 1. - Very satisfactory*
- 2. - Satisfactory*
- 3. - Non satisfactory, in spite of some positive elements*
- 4. - Non satisfactory*
- X. - Unfounded*

*Write down your answer in the column corresponding to your function during the execution of the project.*

	<b>National execution official</b>	<b>BTC execution official</b>
<b>RELEVANCE<sup>1</sup></b> (cf. PRIMA, §70, p.19)		
1. Is the project relevant compared to the national development priorities?	1	1
2. Is the project relevant compared to the Belgian development policy?	1	1
3. Are the objectives of the project yet relevant?	1	1
4. Does the project meet the needs of the target groups?	2	1
5. Does the project rely on the appropriate local execution organs according to the objectives?	2	2

<sup>1</sup> According to the PRIMA, §70, p.19, it is a matter of «appreciating if the choices relating to the objectives, the target groups and the local execution organs remain relevant and consistent according to the general principles of a useful and efficient aid, and according to the execution of the local, regional, international and Belgian development policies and strategies».

	<b>National execution official</b>	<b>BTC execution official</b>
<b>PERFORMANCE<sup>2</sup> (PRIMA, §71, pp.19-20)</b>		
1. Did the project results contribute to the carrying out of its objectives <sup>3</sup> ? (efficiency)	1	1
2. Assess the quality of the intermediate results. (efficiency)	2	2
3. Are the management methods of the project appropriate? (efficiency)	2	2
4. Are the following resources appropriate (efficiency) :		
a. Financial means?	1	1
b. Human resources?	2	3
c. Material and equipment?	3	2
5. Are the project resources effectively used and optimized in order to reach the foreseen results? (efficiency)	2	2
6. Is the project satisfactory on a cost-efficiency approach in comparison to similar interventions? (efficiency)	2	2
7. According to the execution planning, assess the speed of the execution. (respect of deadlines)	3	3

<sup>2</sup> According to PRIMA, §71, pp. 19-20, it is a matter of « appreciate and measure the foreseen performances agreed during the preparation traineeships according to the 4 criteria and the indicators established during the formulation ». (The 4 criteria are efficiency, suitability, respect of deadlines and quality of the personnel).

<sup>3</sup> See annex 1 for further information

Indicate your global evaluation concerning the project by means of the following appreciations:

- 1. - *Very satisfactory*
- 2. - *Satisfactory*
- 3. - *Non satisfactory, in spite of some positive elements*
- 4. - *Non satisfactory*
- X. - *Unfounded*

	<b>National execution official</b>	<b>BTC execution official</b>
<b>Global evaluation of the project</b>	2	2

*Comment your evaluation, which can be broader than the strict framework of the abovementioned relevance and performance criteria and differ from the given evaluation.*

The objective of this project is to provide funds to support and facilitate studies and consultancy works including the preparation of projects and programme on the basis of mutual agreement between the two countries. Since its inception, the study fund has exclusively been utilized to support identification studies of various projects within the framework of the Belgium-Tanzania Indicative Development Co-operation Programme (IDCP). In this regard, the relevance of the project is very satisfactory as the implemented project activities are in conformity with the objectives set out in the signed specific agreement.

The implementation of the study and consultancy fund project, has demonstrated that, the funds are highly needed by the partner country. Most of the identification studies have been financed through the study and consultancy fund projects under IDCP. Therefore the study and consultancy fund should be perceived as a very important and helpful tool to facilitate and accomplish the identification process.

Moreover, on the 13th of December 2006 the MoF presented a proposal to the EoB requesting a review of the Specific Agreement to broaden the scope of the utilization of funds. The request for expansion is ought to diversify the use and beneficiaries of the funds. In addition, the project wants to reorient its strategy to support the priorities of the partner country, in a wider context of poverty alleviation interventions. The extended use will reduce the tendency of only being confined within the IDCP activities. By approving the expansion of the project the Belgium cooperation in Tanzania will be aligning to Paris Declaration of putting the needs/priorities of the partner country at forefront.

In 2006 only 4 activities were undertaken for a total sum of 69,361.43€. Although the implementation rate may seem on the lower side (44%) compared to the duration of the project, the performance is satisfactory because it has managed to attain the immediate results (preparation of the projects), though not at the expected rate. Various reasons contributed to this low implementation rate, as indicated below:

- At the start up phase of the study and consultancy fund the Embassy of Belgium organized a workshop with all relevant partners (Ministry of Finance, Technical Ministries, and Belgian Technical Cooperation) in order to inform the existence and use of the fund. But during the implementation of the project, it seems that there is a lack of awareness about the existence and the use of the study and consultancy fund by the technical ministries. The specific agreement and the minutes of the first and second JLCB insisted that the information should be shared with technical ministries but no clear mechanism for information sharing has been put in place.
  
- Although there was a JLCB to assure the monitoring of the use of the fund, the assessment of the relevance of the results of consultancies/ studies financed by the fund, the monitoring and evaluation of the implementation of the fund was inadequate. Due to the underutilization of the funds, in the five years period, the JLCB met only twice while it was suggested that it will hold regular meetings at least twice a year. It is a pitfall that, no funds set aside to facilitate the monitoring and evaluation of the progress of the project. In other countries such a budget has been foreseen so that the Fund Director and the Co-fund Director can undertake a qualitative and quantitative follow-up of the different studies to improve results. As a consequence, there is a case where a study has been rejected.
  
- The decision of the Annual Consultative meeting of the April 2005, to broaden the scope of using the study and consultancy fund, has only been forwarded by the Government of Tanzania to the Government of Belgium in December 2006. Consequently, 83% of the duration of the project period elapsed less that half of the total budget 620,000€ have been utilized. The latter is a result of inadequate information about the existence of the fund and the procedures applying to the utilization of the funds. There is a clear need to communicate and publicize these to technical ministries and governmental agencies and finalize the review of the Specific Agreement to accommodate the extended use of the study and consultancy fund.

National execution official	BTC execution official
<p style="text-align: center;"><i>Mwainite</i>  <b>For: PERMANENT SECRETARY  THE TREASURY</b></p>	<p style="text-align: center;"><i>[Signature]</i></p> <p style="text-align: center;"><b>ROYAUME DU BURUNDI  LE MINISTRE DE LA COOPERATION TECHNIQUE BELGE</b></p>

## **PART TWO: ACTIVITIES SUMMARY**

**1. Based on the project Intermediate Results (IR), list the main project activities and realizations in comparison to its objectives and to the activities plan for the year considered (+ comments).**

In 2006 4 studies/consultancies have been conducted which include the following:

- i) Improving Banana production, processing and Commercialization (supplementary study) – November 2005 to March 2006;
- ii) Support to Income Generating Activities – November 2005 to February 2006;
- iii) Preparation of funding proposal to be submitted for EU-Water Facility Programme – May/June 2006; and
- iv) Revision of Banana Identification Report – November 2006.

The above studies are strictly related to the Indicative Development Co-operation Programme (IDCP) agreed upon by the two countries. This is in line with objectives of the fund as it is stated in Article 1 of the Specific Agreement signed on the 6th of December 2001. More studies could have been considered in 2006 but the agreement between the two countries to broaden the use of the fund limited the realization of other use than the identification studies under IDCP context.

**2. Comment, if necessary, the main project receipts and expenses influencing the abovementioned question, in comparison to the budget estimates of the year considered.**

The budget planned for 2006 was €125,700 but at the end of the year only €69,361.43 which is 55% of the year budget has been spent. The overall expenses from the start of the project to 2006 is only 44% of the total project budget €620,000. In 2006 only 4 activities were undertaken with the expenses of only 11% of the total project budget.

**3. Which are the main appropriation mechanisms and activities implemented by the project during the year considered?**

In confirmation with Article 3 of the specific Agreement the Ministry of Finance (MoF) is the entity which administers and approves the funds in collaboration with the Belgian Technical Cooperation. While the technical ministries are responsible to see through the whole process of the studies, the MoF participates actively at the crucial stages of the studies. The MoF approves the selection of candidates, sign contracts, make payments and approve final report with other members of the JLPC.

## **PART THREE: COMMENTS AND ANALYSIS.**

### **1. What are the major problems and questions influencing the project execution?**

The major problems and questions:

- The limited scope for the utilization of the funds has contributed to the low rate of implementation (44%) After almost five years of implementation, the question should be raised why the fund has been underutilized all this time.
- There is a clear absence of information at the level of the technical ministries about the existence of this Fund. It was agreed during the first JLCB to inform the technical ministries about the utilization and procedures of the fund. Unfortunately, to date the necessary agreement has not been concluded
- Lack of monitoring and evaluation of the studies was a shortcoming for qualitative follow up of the studies. This was due to the absence of budget for this purpose.

### **2. What caused the calendar and the foreseen results to be delayed?**

- The output of consultants needed improvement to meet the requirements
- Insufficient, coordination among technical ministries in the finalization of the reports of identified projects and studies;
- Technical ministries officers supervising different studies were constrained by their routine works and could not find enough time to concentrate on the project activities;
- Insufficient information about the existence and the use of the study and consultancy fund by the technical ministries.
- No funds to facilitate the monitoring and evaluation of the project progress. The assumption is made that the two countries will use the fund but the cost for the monitoring of implementation was not foreseen.
- The exchange of letters to effect the diversification of the use of the study and consultancy fund has not yet been finalized.

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### **3. How can one solve the problems identified above? Expose the recommended measure(s). Specify the person who should be in charge of it/them. Indicate, approximately, the execution time and the resources needed for these measures to be executed.**

The following can be done to rectify the lower implementation pace of this project:

- The agreement should be reached by the two governments to extend the scope of utilization of funds (Article 3 of the Specific Agreement).
- There should be adherence to a proper tool for monitoring and evaluation of project implementation. The JLCB is one of the tools to monitor and foresee the implementation rate of the project. Therefore, the JLCB should meet regularly as stipulated in the specific agreement (meet after every six months). The Fund Director and Co-Fund Director, as stipulated in the specific agreement, should take a lead in convening these meetings.

- Funds should be liberated in order to facilitate the monitoring and evaluation of the project. The funds can be used to facilitate the JLCB meetings, meetings with technical ministries for information sharing and follow up of consultancies and studies in the fields.
- For the purpose of information sharing, the JLCB minutes of each meeting should be made available to technical ministries and when necessary, meetings should be convened in order to clarify issues as agreed in the JLCB meetings. The Ministry of Finance should take the lead to communicate with the technical ministries on various issues and decisions made on the utilization of the funds.
- BTC and technical ministries should agree on the mechanisms to facilitate the studies and consultancies so that the latter can be finalized on time and meet the required quality standards. The technical ministries represented by the supervising officers, should take the lead in compiling all comments and in communicating with the consultants/consultancy firms. The requested budget for monitoring and evaluation would cover the costs of these activities.

#### **4. Are the start assumptions (or hypotheses) yet relevant?**

The assumption for this project is that the partner country will utilize funds to facilitate the studies, consultancies and preparation of the project/programs. This assumption is very relevant and still valid, as most of project identification studies (project preparation) have been financed by this project. Moreover the partner country showed the interest in expanding the use of these funds to incorporate other activities of poverty alleviation, which are within the Belgium-Tanzania IDCP and more important to the government priorities under National Strategy for Growth and Reduction of Poverty (NSGRP).

#### **5. Are the project indicators yet valid?**

The indicators for this project are studies consultancies and projects. The means of verification are studies and consultancy reports and project documents.

These indicators are still valid under the cooperation of Tanzania and Belgium as agreed upon in the specific Agreement signed on the 06/12/2001.

**What are the factors, which have influenced the project realization? Were some of them new, i.e. not foreseen beforehand and capable of modifying the whole project?**

- Prolonged delays in the identification process
- Quality of the reports
- Limited scope of utilization of the funds under this project

#### **7. What is the opinion of the target groups on the project?**

The direct target groups of this project are the sector ministries who benefit from the fund within the Belgium-Tanzania IDCP. The Ministry of Finance representing the Government of Tanzania and as coordinator of all bilateral cooperation in the country



benefit through the tools of this project. The MoF has been able to present viable proposals to the Belgium Government.

The MoF insisted on the importance and further use of the funds provided by this project, as indicated through the JLCB to diversify its use. On the 13th of December 2006 the MoF presented a proposal to the EoB requesting a revision of the Specific Agreement to broaden the scope of utilizing the funds. The diversification of funds shows that the Ministry's experience in the project as a useful tool for broader areas than the support provided until now.

As it has been noted from the different identifications studies, sector ministries have made significant improvements in the endeavors of their activities through this fund.

**8. If the project has been evaluated, how were the recommendations taken into account?**


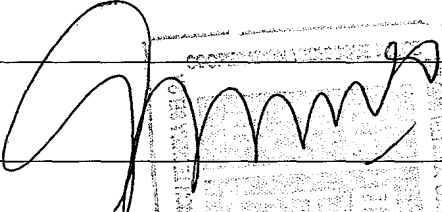
It was proposed in the last JLCB that the project need an independent evaluation and audit so that the results so far can be appreciated and corrective measures can be taken to maximize the benefits. But due to low implementation rate auditing was not recommended by any of the parties under the project in 2006.

**9. What are the project main successful outcomes?**

Since its inception, the study and consultancy fund facilitated the identification of projects under the present IDCP as planned by the two governments for the period of 2003-2007.

**10 What are your recommendations as for the continuation of the project?**

- The scope of the utilization of funds broadened to meet the government priorities (letter of 13/12/2006);
- Regular JLCB meetings as per specific agreement;
- Allocation of budget for regular monitoring exercises;
- Proper sharing of information on the utilization of the study and consultancy funds;
- Proper coordination on the finalization of study and consultancy works.

National execution official	BTC execution official
 For: PERMANENT SECRETARY THE TREASURY	 COOPERATION BETWEEN BELGIUM AND ZAMBIA Bilateral Technical Cooperation

**PART FOUR: ANNEXES.**

**ANNEX 1. Results summary**

**ANNEX 2. Planned activities for 2006**

**ANNEX 3. Activities planning 2007**

**ANNEX 4. Situation of receipts and expenses for the year 2006**

**ANNEX 5. Subcontracting and invitations to tender**

**ANNEX 1. Results and activities summary - 2006**

<b>Intermediate results</b>	<b>Indicators</b>	<b>Progress</b>
<b>IR. 1. Improving Banana production, processing and Commercialization (supplementary study)</b>	<b>Approved identification study report</b>	<b>The identification has been submitted to DGDC for approval</b>
<b>IR. 2. Support to Income Generating Activities</b>	<b>Approved identification study report</b>	<b>The identification has been submitted to DGDC for approval</b>
<b>IR. 3. Preparation of funding proposal to be submitted for EU-Water Facility Programme</b>	<b>Complete proposal</b>	<b>The proposal was not selected by the EU water facility.</b>
<b>IR. 4. Revision of Banana Identification Report.</b>	<b>Reviewed identification study report</b>	<b>The identification has been submitted to DGDC for approval</b>

**ANNEX 2: Planned activities for the 2006.**

	R2											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>R 1. Improving Banana production, processing and Commercialization (supplementary study)</b>												
<b>R 2. Support to Income Generating Activities</b>												
<b>R 3. Preparation of funding proposal to be submitted for EU-Water Facility Programme</b>												
<b>R4. Revision of Banana Identification Report.</b>												

<b>ANNEX 3 :Planned activities year 2007</b>					
	<b>Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
1	Workshops		■	■	■
2	Studies:				
2.1	HR/ President's Office		■	■	■
2.2	TRC Shinyanga		■	■	
2.3	TRC Mwanza		■	■	
2.4	Legal Sector Reform			■	
2.5	International forums			■	■
2.6	Identification - New IDCP			■	■
3	Monitoring and evaluation	■	■	■	■

### Annex 4: Situation of Receipts and Expenses in EURO (€)

Annex 4: Situation of Receipts and Expenses in EURO (€)						
	1st disbursement of funds to the Study and Consultancy Fund (opening balance)		120,000.00			In April 2002
	2nd disbursement to the project account		100,000.00			In October 2003
	3rd disbursement to the project account		45,000.00			In December 2005
	4th disbursement to the project account		35,000.00			In July 2006
	<b>Total disbursement to the Project account</b>		<b>300,000.00</b>			
No	Study designation	Total Budget per Study	Expenses 2002	Expenses 2004	Expenses 2005	Expenses 2006
						Project expenses Grand Total expenses
1	Improvement of Banana Cropping and commercialization in Kagera region and Kibondo District	11,305.50	-	4,569.00	5,506.70	-
2	Development and Implementation of an Integrated Plan of Kilombero Valley Flood Ramsar Site	39,440.00	-	39,440.00	-	-
3	Supplementary Study: Development and Implementation of an Integrated Plan of Kilombero Valley Flood Ramsar Site	10,000.00	-	-	-	-
4	Development and Improvement of Processing, Packaging and Marketing of Honey and other bee products	48,668.71	-	48,668.70	-	-
5	Drilling of Boreholes, Installation and Management of Community Boreholes Water Supply Systems in Peri-urban areas of Dar Es Salaam	13,090.00	-	3,927.00	-	-
6	District Development Programme	82,450.00	-	24,735.00	52,623.15	-
7	Banana Supplementary study	18,430.29	-	-	6,764.35	13,562.97
8	Support to Income Generating Activities	61,000.00	-	-	13,629.92	40,247.39
9	EU Water Facility Proposal	20,000	-	-	-	14,647.00
10	Review of Banana Identification Report	300	-	-	-	300.00
11	Unallocated funds (bank charges etc)	-	-	476.84	425.84	604.07
	<b>Total</b>	<b>304,684.50</b>	<b>-</b>	<b>121,816.54</b>	<b>78,949.96</b>	<b>69,361.43</b>
	<b>Grand Total (expenses)</b>					<b>270,127.93</b>

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**ANNEX 5: Subcontracting and invitations to tender**

### **NNEX 5. 1: Supplementary Study Banana Project**

Tendering mode : Open Competitive Tender  
Date of the invitation to tender : 8/08/2005  
Start date of the subcontracting : 2/11/2005  
Name of the subcontractor (or of the company) : Development Associates LTD  
Subject of the contract : Supplementary study banana project  
Cost of the contract : 18,430.29 Euro  
Duration of the contract : 43 days

#### **Results obtained during the year considered:**

The Identification report was approved by JLPC on the 21<sup>st</sup> March 2006

#### **Comments/recommendations :**

To submit the Identification report to DGDC for approval: 10<sup>th</sup> May 2006



## ANNEX 5.2: Identification Study for Income Generating Activities Project

Tendering mode	: Open Competitive Tender
Date of the invitation to tender	: 8/08/2005
Start date of the subcontracting	: 2/11/2005
Name of the subcontractor (or of the company)	: Development Associates LTD
Subject of the contract	: Identification study for Income Generating
Cost of the contract	: 45,433.05 Euro
Duration of the contract	: 43 days

### **Results obtained during the year considered:**

The Identification report was approved by JLPC on the 27<sup>th</sup> April 2006

### **Comments/recommendations:**

To submit the Identification report to DGDC for approval in May 2006

### **ANNEX 5.3.1: Preparation of EU Water Facility Proposal**

Tendering mode : Restricted Negotiation  
Start date of the subcontracting :30/05/2006  
Name of the subcontractor (or of the company) : Geert Vanderstichele  
Subject of the contract : Preparation of proposal submitted to EU water facility  
Cost of the contract :7,013 Euro  
Duration of the contract :13 days

#### **Results obtained during the year considered:**

Proposal submitted to EU head Office for further consideration on the 30<sup>th</sup> June 2006

### **ANNEX 5.3.2: Preparation of EU Water Facility Proposal**

Tendering mode : Restricted Negotiation  
Start date of the subcontracting :30/05/2006  
Name of the subcontractor (or of the company) : Dr. Joseph Shitundu  
Subject of the contract : Preparation of proposal submitted to EU water facility  
Cost of the contract :2,000 Euro  
Duration of the contract :13 days

#### **Results obtained during the year considered:**

Proposal submitted to EU head Office for further consideration on the 30<sup>th</sup> June 2006

#### **ANNEX 5.4: Review of Banana Identification Report**

Tendering mode : Negotiated Contract  
Start date of the subcontracting :14/12/2006  
Name of the subcontractor (or of the company) : Dr. Robert Otsyina  
Subject of the contract : Review of Banana Identification Report  
Cost of the contract :300.00 Euro  
Duration of the contract :2 days

**Results obtained during the year considered:**

Identification report submitted to DGDC for approval in November 2006