



**CTB**

**AGENCE BELGE  
DE DÉVELOPPEMENT**

**ANNUAL REPORT 2010**  
**SUPPORT TO INCOME GENERATING ACTIVITIES IN COAST  
AND KIGOMA REGIONS, TANZANIA**  
**(TAN0501611)**

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# 1 PROJECT SHEET

## Basic Information on the Project

<b>Country:</b>	Tanzania
<b>DGDC intervention number:</b>	3002534
<b>Navision Code BTC</b>	TAN 0501611
<b>Partner Institution in charge of the execution</b>	Ministry of Finance and Economic Affairs – Department of Poverty Eradication and Economic Empowerment.
<b>Duration of Specific Agreement</b>	5 Years
<b>Starting date of the intervention</b>	January 2009
<b>Partners contribution</b>	270,000 Euro
<b>Belgian contribution</b>	2,162,000 Euro
<b>Project Total Budget</b>	2,432,000 Euro
<b>Intervention sectors</b>	Private sector development, decentralization
<b>Overall objective</b>	To contribute towards improving livelihoods of the rural poor
<b>Specific objective</b>	To create an enabling environment for income generating activities of the poor, especially women and youths to improve their incomes, in six Districts of the Coast and Kigoma Regions.
<b>Results</b>	<ul style="list-style-type: none"> <li>(i) Improved capacity of local governments to facilitate pro-poor local economic development.</li> <li>(ii) Improved capacity of business related service providers to respond to the needs of the target groups.</li> <li>(iii) Increased capacity of the target group to demand and access technical, entrepreneurial and business services.</li> </ul>
<b>Project management Methods</b>	Co-management
<b>Report Covering Period</b>	January 2010 – December 2010

## 2 BRIEF FACTUAL OVERVIEW

Income Generating Activities Project is a joint undertaking between the Governments of Belgium and Tanzania aiming to contribute towards improving livelihoods of the poor, particularly in rural areas. The specific objective of this project is “To create an enabling environment for income generating activities of the poor, especially women and youths to improve their incomes, in six Districts of the Coast and Kigoma Regions”.

The principal strategic axes to achieve this include:

- Promotion and facilitation of horizontal coordination and dialogue between private and public sector;
- Facilitation of translation of experiences and best practices at grassroots level into government policies, strategies and programs through improved vertical dialogue
- Definition of competitive economic advantages as the basis for sustainable local economic development
- Strengthening of institutional and organizational capacities (public and private) to facilitate pro-poor growth;
- Facilitation of development of processes and instruments to address the specific needs of traditionally marginalized groups in society with regard to income generation;
- Implementing of quick wins as a basis for “learn as you go” development methodologies

### **Implementation modalities and location**

The Project is coordinated by the Ministry of Finance and Economic Affairs (The Ministry of Finance and Economic Affairs, Department of Poverty Eradication and Economic Empowerment) and implemented by the Local Government Authorities in the following Districts that were selected on the basis of the high incidence of poverty in the population:

- Coast Region: Mafia, Mkuranga and Rufiji;
- Kigoma Region: Kibondo, Kigoma Municipal Council and, Kigoma District.

Within its three year lifespan the project envisaged to attain the following results:

- (i) Improved capacity of local governments to facilitate pro-poor local economic development.
- (ii) Improved capacity of business related service providers to respond to the needs of the target groups.
- (iii) Increased capacity of the target group to demand and access technical, entrepreneurial and business services.

### **Beneficiaries**

By contributing to an enabling environment for income generating activities and local economic development, all entrepreneurs of the districts will in principle be able to benefit from the intervention. However, the intervention will pay special attention to improve the situation of small entrepreneurs that find themselves in a more disadvantaged position, facing specific constraints and having specific needs to develop their business or income generating activities. These are:

- Small entrepreneurs living in rural areas (without excluding the urban areas);
- Women entrepreneurs;
- Young entrepreneurs (between 15 and 25 years);
- People affected by HIV/AIDS;

### 3 OVERVIEW OF ACTIVITY PLANNING

#### 3.1 Activity overview

**Table 1: Activity table illustrating planned versus implemented activities for 2010**

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Status
			J	F	M	A	M	J	J	A	S	O	N	D	
A 01 01	Elaboration of a baseline and setting-up of M&E System	Reporting, debriefing and presentation of the Baseline results	■	■											
		Setting up of participatory M&E System		■	■	■									
A 01 02	Mapping of economic opportunities and identify priority local economic activities	Reporting, debriefing and submission of the final report of Mapping of Economic Opportunities.	■	■											Mapping of the Economic Opportunities was completed, final report submitted and due payments effected.
A 01 03	Information and dissemination of national and local laws, procedures and programs (BEST, MKURABITA, taxes, ....)	Engage consultants (e.g. Haki Kazi Catalyst) on preparation of popular/translated versions of policies and laws related to IGA and PSD.				■	■	■							REDECO consulting firm developed popular versions of laws, procedures and programs related to IGA and LED.
		Dissemination of translated versions of policies and laws to RAS, LGA, PSO and target groups.							■	■	■	■	■	■	■
A 01 04	Promotion of dialogue and coordination mechanisms to improve cooperation between the civil society, public and private sector.	Support active dialogue on IGA and LED among civil society, public and private sector.				■	■	■	■	■	■	■	■	■	Two workshops done for each district. Reports for the first workshops including a Plan of Action for stakeholders' cooperation were prepared and submitted for each of the 6 target districts.
A 01 05	Broaden understanding of linkages between investments and local economic development	Conduct workshops for councillors, women councillors & leaders, district executives and PSO on effective facilitation of LED with special attention on private sector development.							■	■	■				Postponed due to the General Elections. To do in 2011
		Training of District Committees for Planning and Economic Affairs on the control of political pressure and facilitation of LED.								■	■	■	■		
A 01 06	Support the local tax reform process at district level, favourable to pro-poor LED	Conduct stakeholders' workshops on identification of taxing gaps and facilitate relevant reforms in favour of the pro-poor LED.					■	■	■						Workshops on local taxing system were conducted, reports submitted to respective districts.
		Support preparation and dissemination of IEC materials and radio program on Tax Reforms and LED.							■	■	■	■	■	■	■
A 01 07	Capitalization of experiences and sharing of	Facilitate active sharing of information and experience on business related policies										■	■	■	To be conducted during 2011

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Status
			J	F	M	A	M	J	J	A	S	O	N	D	
	information and feed in to district, regional and national policy fora on IGA and PSD at various levels.	and their impacts on IGA, PSD and LED through the existing fora.													
A 02	<i>Improved capacity of business related service providers to respond to the needs of target groups (women, men and youth)</i>														
A 02 01	Identification of priorities (based on opportunities) for development of instruments for improved business services	Facilitate stakeholders meeting(s) on identification and definition of priorities for developing new instruments that will improve delivery of business related services.													Implemented by some of the districts.
A 02 02	Development of instruments to improve outreach and services (to existing and potential clients) (practical manuals, curriculum modules, notice boards, SIDO, exchange visits ...)	Support the business PSO in developing and disseminating instruments needed to improve outreach and services provided to target groups.													Implemented by some of the districts.
		Support exchange visits for members of the target groups.													Not implemented, to be re-planned for 2011
A 02 03	Support to implementation of quick wins as practical examples of LED	Link target groups to Micro-finance Institutions on access of loan needed to support operation of Quick Wins.													To be discussed
		Facilitate training of target groups on business entrepreneurial skills, development of business plans.													Implemented by some of the districts.
		Link target groups to markets for selling of their existing products, e.g. trade fair.													Fully implemented
A 03	<i>Increased capacity of vulnerable groups and individuals to demand and access technical, entrepreneurial and business services</i>														
A 03 01	Awareness raising through facilitation of dissemination of information on important business related	Prepare an inventory of available useful resources e.g. service providers, baseline information, economic opportunities, ongoing interventions by stakeholders.													Each district had collected the data and efforts were being made to compile them into a single document

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Status
			J	F	M	A	M	J	J	A	S	O	N	D	
	business related subjects (best practices, providers...) to the target group.	Produce IEC materials (e.g. newsletters, brochure, leaflets, banners, T-shirts, caps) and disseminate them to target groups.													Some districts (including Kigoma rural) made T-shirts & caps and disseminated them to target groups
		Support religious leaders in advocating for IGA & LED; support drama groups, traditional dances (e.g. <i>Mdundiko</i> ) and radio in promoting IGA and LED.													
A 03 02	Extension of the outreach of CBO's and/or other MFIs in reaching IGA groups of higher risk.	In collaboration with relevant actors and through consultancy, identify the existing mechanisms that bring financial services closer to the target groups.													Project Management Team asked by the JLPC to consult NMB on the conditions for micro-credits. <a href="#">To be done during 2011</a>
		Facilitate contracting of the MFIs by the District Councils.													To be re-planned for financial year 2011.
		Provide financial support to MFIs for developing revolving fund loaning schemes for the target groups.													To be re-planned for financial year 2011.
A 03 03	Facilitation of the Community Development Officers and Trade Officers in supporting the creation and capacity building of Groups.	Build capacity of Community Development Officers and Trade Officers in group formation and their management through training workshops and study visits.													Capacity building needs of the district officials, SPO and IGA groups were identified. Three districts in Kigoma implemented capacity building workshops.
		Facilitate training workshop for CDO and TO on policies related to IGA and LED, HIV/AIDS and IGA, Gender and IGA, Environment and IGA, age groups and IGA.													The activity was implemented to all six districts
A 03 04	Promotion of innovative and new economic activities.	Support exhibition of innovations in local trade fairs, information days, and political fora.													Project supported innovators to attend the Trade Fairs.
		Identify innovators with useful products and organize their advertisement for public awareness and dissemination.													Innovators already identified. Information dissemination to be done next year.
A 03 04	Support to Formalization of Land Ownership by the poor, especially in the rural areas (MKURABITA).	<ul style="list-style-type: none"> <li>Sensitization of members of the target communities.</li> <li>Purchase of Land Survey Equipment.</li> <li>Training of District Land Officers and Extension Officers</li> <li>Land Surveys &amp; Mapping.</li> <li>Land Registry Offices.</li> <li>Land Ownership Certificates</li> </ul>												Mkuranga district had made a commendable progress, Mafia is on its way to implement the activity. Kigoma Ujiji and Kibondo districts conducted the technicians for expertise and support (mkurabita office), Mkurabita responded positively, the activity will be implemented during 2011	
Z 02 02	Purchase of Office Equipment.	Executive Chairs, Executive Tables, Visitors Chairs, Air Conditioners, TCCL Telephone Sets, Faxing Machines, 2 Multipurpose Printer (Printer, Photocopier & Scanner).													

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Status
			J	F	M	A	M	J	J	A	S	O	N	D	
Z 02 03	Purchase of IT Equipment.	Laptop Computers, Desktop Computers, Digital Cameras, Internet Modems.													
Z 03 02	Vehicle Maintenance and Fuel.	Project Vehicles, Diesel, Oils, Hydraulics.													
Z 03 03	Communication	Postage, Telephone Recharge Vouchers, Telephone Calls, Faxes, Letters, etc.													
Z 03 04	Purchase of Office Materials.	Stationeries, Kitchen Supplies (Sugar, Tea leaves, Coffee, Cocoa, etc.													
Z 03 05	Representation Costs/External Communication	International Telephone Calls, Faxes, Postage.													
Z 03 06	Mission Costs (flights, allowances)	Air Tickets, Perdiems, Luggage, etc.													
Z 03 07	Operational costs (various)														
Z 04 02	Audits	Audit fees, allowances, stationeries, secretarial services.													
Z 04 03	Punctual Technical Assistance (International & National)	Advisory and Monitoring Visits.													
Z 04 04	Backstopping BTC (Administrative & Technical)	Monitoring Visits, transport, allowances or perdiems.													



## **3.2 Analysis of activity planning**

### **General**

As illustrated by Table 1 above, the planned activities for the year 2010 were geared towards setting up of a participatory Monitoring & Evaluation System for the project, improving knowledge of the stakeholders on laws and procedures related to promotion of IGA and LED; improving cooperation among stakeholders; identifying gaps in the Tanzanian taxing system; determining capacity building needs among the target district councils, supporting marketing of products created by the target IGA; and collecting the necessary data which were not captured during the baseline studies. The planning process was based on the activities identified in the project's Technical and Finance File. Reports of the basic studies (baseline survey and mapping of economic opportunities) were prepared and submitted.

The following are operational and administrative activities implemented by the project:

### **3.2.1 3.2.1 Setting up of participatory Monitoring and Evaluation System for the IGA Project**

A participatory approach was adopted throughout the process of setting up the Monitoring and Evaluation System, where representatives from all key partners were involved. The participatory approach will foster ownership of the system by the local partners by taking active roles in gathering, analyzing, reporting and utilizing the information. Normally, a non participatory Monitoring and Evaluation System is considered by project staff and partners as a policing exercise, leading to a lack of commitment, mistrust or even resistance to learning from experience. Due to lack of commitment to monitoring, implementation of such systems is delayed while the project management is characterized by little use of the information gathered. Furthermore, a non-participatory M&E System is seen as an obligation imposed from the exterior, with project staff mechanically completing forms and project managers seeing the task merely as the collection of data for writing up reports for donors.

In order to make possession of the Monitoring and Evaluation System fruitful, the project management will ensure that the gathered information is effectively shared with stakeholders, through participation in regular internal review activities (including the Joint Local Partners Committee meetings).

### **3.2.2 Translation of local and national laws and procedures related to promotion of IGA and LED, preparation of popular/translated versions of the laws & procedures**

An independent consultant was hired to identify, translate and develop popular versions of policies, laws and programs related to IGA and LED. The consultant reviewed relevant documents and consulted stakeholders for identification and definition of national and local laws. Translation of policies, laws and programs was accomplished and draft popular versions were prepared. Refined popular versions would be presented to the target groups during the next quarter and thereafter produce copies for distribution.

### **3.2.3 Conduct stakeholders' workshop on promotion of dialogue and coordination mechanisms to improve cooperation between the civil society, public and private sector in facilitating IGA and LED.**

The first round workshops were successfully facilitated by a consultant within the 6 target districts. The stakeholders had an opportunity to assess their relationships in terms of their participation in IGA and LED issues. As a way forward, stakeholders set strategies and plans on how to improve their cooperation through dialogues. The second round workshops were executed by same consultant as follow up during which strategic plans for all six districts were consolidated.

### **3.2.4 Conduct stakeholders' workshops on identification of taxing gaps and facilitate relevant reforms in favor of the pro-poor LED**

Workshops to identify taxing gaps were held in the 6 target districts. Stakeholders were taken through an overview of the Tanzanian Taxing System in order to facilitate effective identification of gaps which existed within the system. Proposals on reforms of the Taxing System in favor of the pro-poor LED were then formulated. Draft reports of the assignment were prepared and submitted for commenting/correction by stakeholders of the 6 target districts.

### **3.2.5 Conduct a min survey to establish baseline data missing in the Indicator Performance Tracking Table (IPTT), i.e. not captured during the Baseline Survey and Mapping of Economic Opportunities**

Each of the 6 districts conducted a mini survey with an objective of collecting data which were not captured during the Baseline Survey and Mapping of Economic Opportunities. The data were added to the list of those collected during the Baseline Survey and Mapping of Economic Opportunities.

### **3.2.6 Identification of training needs for capacity building of Community Development Officers and Trade Officers in group formation and their management**

In order to facilitate effective capacity building of the district personnel, specific training needs were identified. Prior to the exercise, common questionnaires were developed and used by each district team in conducting its own mini survey. The capacity building needs would be used to tailor specific training workshops/courses for the government officers within the 6 target districts. Three districts in Kigoma successfully implemented capacity building workshops.

### **3.2.7 Identify innovators with useful products and organize for exhibition/trade shows and advertisement for public awareness and dissemination. Identify innovators with useful products and organize for exhibition/trade shows and advertisement for public awareness and dissemination**

A visit was conducted within each of the 6 target districts to identify innovators and entrepreneurs with useful products. As a result of this exercise, entrepreneurs from Kibondo, Kigoma rural, Mafia and Rufiji districts were supported to attend the Dar es Salaam International Trade Fairs (DITF) at Mwalimu Nyerere Grounds. Products which were brought included artifacts, bees products (honey, wax, candle, perfumes),

and batik. Kigoma-Ujiji Municipality hosted the National TAMISEMI Trade Fair. Due to this responsibility, entrepreneurs from within Kigoma Municipality participated into this trade fair instead of the DITF. During these trade fairs participants were able to sell, exhibit (advertise) and attracted purchase orders of their products from prospect customers. Also participants had an opportunity to visit and learn from other entrepreneurs who were participating in the Trade Fair.

### **3.2.8 Identify priorities (based on opportunities) for development of instruments for improved business services**

A stakeholders' workshop was organized and conducted with the objective of identifying priorities (based on opportunities) for development of instruments necessary for improving business services. Opportunities for quick wins were also identified and strategies for their exploitation were developed.

### **3.2.9 Development of instruments to improve outreach and services (to existing and potential clients) (practical manuals, curriculum modules, notice boards, SIDO, exchange visits, ...)**

The project supported the business PSO in designing instruments which will be used to improve outreach and services provided to target groups in Mafia district. Copies of the instruments will be produced and distributed to strategic areas where they will be accessed by the majority.

### **3.2.10 Facilitate training workshop on basic entrepreneurial skills and development of business plans**

In collaboration with VETA, the project organized and supported a training workshop on basic entrepreneurial skills and development of business plans for small scale entrepreneurs from Kigoma-Ujiji Municipality, Kibondo and Kigoma districts. Through this workshop, participants acquired basic entrepreneurial skills which are necessary for efficient operation of the IGA. The practical exercises given during the training enabled the entrepreneurs to develop workable business plans. A follow up visit to target groups were done by VETA. Entrepreneurs were so interested by the training that one group funded a similar training to its members facilitated by VETA.

### **3.2.11 Facilitation of the Community Development Officers and Trade Officers in supporting the creation and capacity building of groups.**

Capacity building needs of the district officials, SPO and IGA groups were identified. Three districts in Kigoma implemented capacity building workshops to trade officers and community development officers.

- 3.2.11 Facilitate training workshop on policies related to IGA and LED, HIV/AIDS and IGA, Gender and IGA, Environment and IGA, Group formations, management and bylaws.

Three trainings workshops in each of the six districts were successfully conducted concerning HIV/AIDS and environment, group formation, management and bylaws, and political pressure and LED.

**3.2.12 Extension of the outreach of CBO's and/or other MFIs reaching IGA groups of higher risk**

The District Project Facilitation Teams facilitated meetings with stakeholders to identify and discuss the existing financial mechanisms that bring financial services closer to the target population. The Microfinance Service providers were identified in each of the 6 target districts and their capacities to manage revolving loan-funds were assessed. The assessment focused on sustainability, capital base, proximity to the target groups, and professional operations of the MFIs. The project will facilitate the contracting process between MFIs and District Councils during the next reporting period.

## 4 FINANCIAL OVERVIEW

### 4.1 Overview of expenditure versus financial planning

**Table 2: Financial Report – Budget versus Expenditure in Euro**

Budget Codes			Budget Description	Exe Mode	Budget in Euro	Expenditure	Balance	% Expenditure
A			Increased incomes amongst poor, especially women and youths in six districts of the Coast and Kigoma Regions, through the facilitation of an enabling environment for IGA.		428,750.00	54,871.23	373,878.77	13
A	1		<i>Improved capacity of local government in the intervention zone to facilitate pro-poor local economic development.</i>		240,250.00	46,553.65	193,696.35	19
A	1	1	Elaboration of a Baseline	Coman	75,000	19,189.22	55,810.78	26
A	1	2	Mapping of Economic Opportunities	Coman	62,000	27,364.43	34,635.57	44
A	1	3	Information and dissemination of national and local laws procedures and programmes (BEST, MKURABITA, taxes, ....	Coman	2,250	0.00	2,250.00	0
A	1	4	Promotion of dialogue and coordination mechanisms to improve cooperation between the civil society, public and private sector.	Coman	80,000	0.00	80,000.00	0
A	1	5	Broaden understanding of linkages between investments and local economic development.	Coman	10,000	0.00	10,000.00	0
A	1	6	Support the local tax reform process at district level, favourable to pro-poor LED.	Coman	5,000	0.00	5,000.00	0
A	1	7	Capitalization of experiences and sharing of information and feed into district, regional and national policy for a and PSD.	Coman	6,000	0.00	6,000.00	0
A	2		<i>Improved capacity of business related service providers to respond to the needs of the target groups (women, men and youths).</i>		59,000.00	1,796.70	57,203.30	3
A	2	1	Identification of priorities (based on opportunities) for development of instruments for improved business services.	Coman	24,000	1,796.70	22,203.30	7
A	2	2	Development of instruments to improve outreach and services (to existing and potential clients) - practical manuals, curriculum modules, notice boards, exchange visits, etc.	Coman	15,000	0.00	15,000.00	0
A	2	3	Implementation of quick wins as practical examples of LED.	Coman	20,000	0.00	20,000.00	0

Budget Codes			Budget Description	Exe Mode	Budget in Euro	Expenditure	Balance	% Expenditure
A	3		<i>Increased capacity of vulnerable groups and individuals to demand and access technical, entrepreneurial and business services.</i>		129,500.00	6,520.88	122,979.12	5
A	3	1	Awareness raising through facilitation of dissemination of information on important business related subjects (best practices, etc.) to the target groups.	Coman	8,500	6,520.88	1,979.12	77
A	3	2	Extension of the outreach of CBO's and/or other MFIs reaching IGA groups of higher risk.	Coman	91,000	0.00	91,000.00	0
A	3	3	Facilitation of the District Council Offices in supporting the creation and capacity building of groups.	Coman	10,000	0.00	10,000.00	0
A	3	4	Promotion of innovative and new economic activities.	Coman	20,000	0.00	20,000.00	0
Z			General means		238,070.00	121,833.90	116,236.10	51
Z	1		Staff Costs		86,400.00	48,275.73	38,124.27	56
Z	1	1	National Staff	Regie	86,400	48,275.73	38,124.27	56
Z	2		Investments		70,200.00	57,897.65	12,302.35	82
Z	2	1	Vehicles	Regie	60,000	53,185.47	6,814.53	89
Z	2	2	Office Equipment		0	0.00	0.00	0
Z	2	3	IT Equipment	Coman	10,200	4,712.18	5,487.82	46
Z	3		Operational Costs		48,970.00	12,756.92	36,213.08	26
Z	3	1	Office Rent		0	0.00	0.00	0
Z	3	2	Vehicle Maintenance and Fuel	Coman	24,000	4,361.08	19,638.92	18
Z	3	3	Communication	Coman	4,800	574.74	4,225.26	12
Z	3	4	Office Materials	Coman	5,000	1,128.17	3,871.83	23
Z	3	5	Representation costs/external communication	Regie	3,000	135.00	2,865.00	5
Z	3	6	Mission costs (Flights and allowances)	Regie	11,670	6,130.21	5,539.79	53
Z	3	7	Operational costs - (Mission costs for BTC/MoFEA/RAS Staff)	Coman	500	427.72	72.28	86
Z	4		Audit, Monitoring & Evaluation, Backstopping		32,500.00	2,903.60	29,596.40	9
Z	4	1	Evaluations (2)	Regie	0	0.00	0.00	0
Z	4	2	Audits	Regie	12,000	0.00	12,000.00	0
Z	4	3	Punctual Technical assistance (international & international)	Regie	8,000	0.00	8,000.00	0
Z	4	4	Backstopping BTC (administrative & technical)	Regie	12,500	2,903.60	9,596.40	23
<b>TOTAL</b>					<b>666,820.00</b>	<b>176,705.13</b>	<b>490,114.87</b>	<b>26</b>

## **4.2 Analysis of financial planning**

The planning process is based on the activities identified in the Project's Technical and Financial File as well as the budget/activity modifications approved by the JLPC. During its Fourth Meeting held in September 2010, the Joint Local Partners Committee (JLPC) approved a budget of Euro 908,720 for the Financial Year 2010.

Based on the General budget developed by the project management, the district councils developed their specific activities-based budgets and submitted them to BTC for review and funding. Both the general and district-specific planned activities were budgeted for within the threshold of expenditure allocation of the TFF. Details of the planned activities are presented by Table 1 above.

### **Monitoring of the indicators**

#### **4.3 Specific objective**

The specific objective of the project is "To create an enabling environment for income generating activities of the poor, especially women and youth, to improve their incomes, in six districts of the Coast and Kigoma Regions".

#### **4.4 Results**

The project has three result areas that the project implementation should focus at. These are:

- (i) Improved capacity of local government to facilitate pro-poor local economic development.
- (ii) Improved capacity of business related service providers to respond to the needs of the target groups.
- (iii) Increased capacity of the target group to demand and access technical, entrepreneurial and business services.

## 4.5 Indicator evolution (chart)

Result	Indicator	Baseline
To contribute towards improving livelihoods of the poor particularly in rural areas	Proportion of people able to meet basic needs (food, school fees, medical services, shelter, etc.)	
To create an enabling environment for income generating activities of the poor, especially women and youth, to improve their incomes, in six districts of the Coast and Kigoma Regions.	Capacity of LGAs to promote and facilitate pro-poor business development (attitude towards private sector; functionality and outcome of coordination mechanisms put in place; functionality of instruments promoted and their relevance for pro-poor income generation)	
	Impact of quick wins, identified through economic mapping, on the target group	
	Access to business related services by target group and their adequacy	
	Profitability of small businesses run by the target group	
R1: Improved capacity of local government to facilitate pro-poor Local Economic Development (LED).	At least 5 Economic opportunities promoted by each LGA and adopted by target groups by 2012.	Rufiji 97
		Kigoma/Ujiji 95
		Kigoma Rural 104
		Mafia 116
		Kibondo 88
	Mkuranga 120	
	A least 24 dialogues (meetings, study visits, fora) held by 2012. At least 1 dialogue per quarter per district.	0
	Level of understanding of LED (including importance of transversal issues) by government officials increased by 50% by 2012.	Mafia – 22%
Rufiji – 14%		
3 Types of coordination mechanisms improved by 2012.	Mafia – 5	
Rufiji – 4		
Level of knowledge and understanding of national policies and programs related to LED by local authorities increased by 50%, by 2012.	Mafia – 22%	
Rufiji – 14%		
At least 2 bylaws formulated/reviewed by each district council to suit Pro-poor LED by 2012.	0	
R.2. Improved capacity of business related service providers to respond to the needs of target Groups	At least 4 improved and new instruments (training manual, pamphlets, loan schemes) developed and implemented by Private Sector Organizations (PSOs) by 2012. At least 3 instruments per district.	Mafia – 5
		Rufiji – 7
	At least 5 quick wins implemented by each district council by 2012.	
	50% of target IGA groups satisfied with quality and quantity of services delivered by 2012.	Mafia – 50% quality and 55% Quantity
	Rufiji – 59 Quality and 67% Quantity	
10% of existing Service Providers delivering services to the IGA target groups by 2012.	Rufiji 35	
	Kigoma/Ujiji 15	
	Kigoma Rural 25	
	Mafia 10	
	Kibondo 9	
Mkuranga 12		
R3: Increased capacity of the target group to demand and access technical, entrepreneurial and	15% of IGA target groups accessing services by 2012.	Rufiji 176
		Kigoma/Ujiji 366



Result	Indicator	Baseline
business services		Kigoma Rural 66
		Mafia 166
		Kibondo 88
		Mkuranga 323
	30% of IGA target groups demanding services by 2012.	Rufiji 176
		Kigoma/Ujiji 366
		Kigoma Rural 66
		Mafia 166
		Kibondo 88
		Mkuranga 323
	70% of the target groups are aware of the importance of business related services by 2012.	Rufiji 176
		Kigoma/Ujiji 366
		Kigoma Rural 66
		Mafia 166
	Kibondo 88	
	Mkuranga 323	
5 Types of new and improved technologies promoted and adopted by 2012.	0	
90 Members of the target communities with certificate of land ownership through MKURABITA. At least 15 beneficiaries from each district, by 2012.	0	

## **5 ASSESSMENT OF MONITORING CRITERIA**

### **5.1 Efficiency**

Based on the financial expenditure and outputs, the project has been implemented with reasonable efficiency. Nevertheless, the local government authorities need to be closely monitored in terms of their expenditures in order to improve the efficiency.

### **5.2 Effectiveness**

After the basic studies (Baseline Survey and Mapping of Economic Opportunities) were implemented, the project management made adjustments to some of the planned activities and budgets. Implementation of the modified work-plans and budgets has started showing some signs of positive impacts. An effective dialogue of the project stakeholders has been established where common understanding of the LED and collaboration are high in the agenda. Capacity building needs were identified and implementation of some of the capacity building workshop had started.

### **5.3 Sustainability**

From the project design point of view, proper implementation of the project will lead to sustainability of its objectives and outputs. The project stresses on the Public-Private Sector Partnership which is key to Local Economic Development.

## **6 MEASURES AND RECOMMENDATIONS**

### **6.1 Overview of the assessment criteria**

Generally, implementation of the planned activities was good. Timing of activities was difficult due to most of the district officials being involved in the General Elections which were concluded in November 2010. The District Executive Directors who are the accounting officers for the project were co-opted by the National Electoral Committee as in-charge of all activities pertaining to the General Elections in areas of their jurisdiction. Despite the project management making their intelligent facilitation of the project implementation, councilors and some of the government officials withdrew their efforts as they focused their attentions onto the political campaigns.

### **6.2 Recommendations**

- a) In order to improve implementation of the project, the National Technical Advisors should always play a leading role to the planning sessions involving the District Facilitation Teams. On the other hand, the District Project Coordinators should discuss with the National Technical Advisors and/or AFO about significant changes to the planned activities or budgets before getting ahead. By doing so, the variances between the planned and actual activities or expenditures will be minimized.
- b) As it was agreed during the workshop on setting up of Monitoring & Evaluation System, every District Project Coordinator should ensure that a signed financial report is submitted to BTC by 10<sup>th</sup> of the following month after end of the previous month. Timely submission of the financial reports by local government authorities will enable BTC to meet its deadlines and make the cash calls within the planned time frame.
- c) Implementation of the Project Monitoring and Evaluation System should be given its due weight by both the local government authorities and BTC if informed decisions are to be the courtesy of the JLPC and other project stakeholders.
- d) The Indicator Performance Tracking Table (IPTT) should be properly utilized by the local government authorities if result based management is desired. The information or data captured by the IPTT will also facilitate improvement of quality, quantity and accessibility of services demanded by IGA groups and individuals. This kind of information sharing will foster both constant feedback from stakeholders and effective public-private sector partnerships on pro-poor local economic development.

## 7 PLANNING FOR THE UPCOMING YEAR (2011)

### 7.1 Activity planning for FY 2011

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Jan.	Feb	Ma rch	Apri l	Ma y	Jun e	Jul y	Aug .	Se pt.	Oct.	Nov	Dec.
		<b>Specific objective:</b> Increased incomes amongst the poor, especially women and youths in six districts of the Coast and Kigoma Regions, through the facilitation of an enabling environment for Income Generating Activities.												
A 01	Improved capacity of local government in the intervention zone to facilitate pro-poor local economic development.													
A 01 01	Elaboration of a baseline and set-up of M&E System	Reporting, debriefing and presentation of the Baseline results												
		Development of M&E System												
A 01 02	Mapping of economic opportunities and identify priority local economic activities	Reporting, debriefing and presentation of the Economic Mapping Study												
A 01 03	Information and dissemination of national and local laws, procedures and programs (BEST, MKURABITA , taxes, etc.)	Engage consultants (e.g. Haki Kazi Catalyst) on preparation of popular/translated versions of policies and laws related to IGA and PSD.												
		Dissemination of translated versions of policies and laws to RAS, LGA, PSO and target groups.												
A 01 04	Promotion of dialogue and coordination mechanisms to improve cooperation between the civil society, public and private sector.	Support active dialogue on IGA and LED among civil society, public and private sector.												
A 01 05	Broaden understanding of linkages between investments and local economic development	Conduct workshops for councillors, women councillors & leaders, district executives and PSO on effective facilitation of LED with special attention on private sector development.												
		Training of District Committees for Planning and Economic Affairs on the control of political pressure and facilitation of LED.												
A 01 06	Support the local tax reform process at district level, favorable to pro-poor LED	Conduct stakeholders' workshops on identification of taxing gaps and facilitate relevant reforms in favour of the pro-poor LED.												

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
		Support preparation and dissemination of IEC materials and radio program on Tax Reforms and LED.												
A 01 07	Capitalization of experiences and sharing of information and feed in to district, regional and national policy fora on IGA and PSD at various levels.	Facilitate active sharing of information and experience on business related policies and their impacts on IGA, PSD and LED through the existing fora.												
A 02	<i>Improved capacity of business related service providers to respond to the needs of target groups (women, men and youth)</i>													
A 02 01	Identification of priorities (based on opportunities) for development of instruments for improved business services	Facilitate stakeholders meeting(s) on identification and definition of priorities for developing new instruments that will improve delivery of business related services.												
A 02 02	Development of instruments to improve outreach and services (to existing and potential clients) (practical manuals, curriculum modules, notice boards, SIDO, exchange visits ...)	Support the business PSO in developing and disseminating instruments needed to improve outreach and services provided to target groups.												
		Support exchange visits for members of the target groups.												
A 02 03	Support to implementation of quick wins as practical examples of LED	Facilitate training of target groups on business entrepreneurial skills, development of business plans.												
		Link target groups to Micro-finance Institutions on access of loan needed to support operation of Quick Wins.												
		Link target groups to markets for selling of their existing products, e.g. trade fair.												
A 03	<i>Increased capacity of vulnerable groups and individuals to demand and access technical, entrepreneurial and business services</i>													
A 03 01	Awareness raising through facilitation of dissemination of information on important business	Prepare an inventory of available useful resources e.g. service providers, baseline information, economic opportunities, ongoing interventions by stakeholders.												

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Jan.	Feb.	Mar	Apr	Ma	Jun	Jul	Aug	Se	Oct.	Nov	Dec.
	business related subjects (best practices, providers...) to the target group.	Produce IEC materials (e.g. newsletters, brochure, leaflets, banners, T-shirts, caps) and disseminate them to target groups.												
		Support religious leaders in advocating for IGA & LED; support drama groups, traditional dances (e.g. <i>Mdundiko</i> ) and radio in promoting IGA and LED.												
A 03 02	Extension of the outreach of CBO's and /or other MFIs in reaching IGA groups of higher risk.	In collaboration with relevant actors and through consultancy, identify the existing mechanisms that bring financial services closer to the target groups.												
		Facilitate contracting of the MFIs by the District Councils.												
		Provide financial support to MFIs for developing revolving fund loaning schemes for the target groups.												
A 03 03	Facilitation of the Community Development Officers and Trade Officers in supporting the creation and capacity building of Groups.	Build capacity of Community Development Officers and Trade Officers in group formation and their management through training workshops and study visits.												
		Facilitate training workshop for CDO and TO on policies related to IGA and LED, HIV/AIDS and IGA, Gender and IGA, Environment and IGA, age groups and IGA.												
A 03 04	Promotion of innovative and new economic activities.	Support exhibition of innovations in local trade fairs, information days, and political fora.												
		Identify innovators with useful products and organize their advertisement for public awareness and dissemination.												
Z 00 00	<i>General Means</i>													
Z 02 02	Purchase of Office Equipment.	Executive Chairs, Executive Tables, Visitors Chairs, Air Conditioners, TCCL Telephone Sets, Faxing Machines, 2 Multipurpose Printer (Printer, Photocopier & Scanner).												
Z 02 03	Purchase of IT Equipment.	Laptop Computers, Desktop Computers, Digital Cameras, Internet Modems.												
Z 03 02	Vehicle Maintenance and Fuel.	Project Vehicles, Diesel, Oils, Hydraulics.												

Code	Strategic Activity	Specific Activities	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
			Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Z 03 03	Communication	Postage, Telephone Recharge Vouchers, Telephone Calls, Faxes, Letters, etc.												
Z 03 04	Purchase of Office Materials.	Stationeries, Kitchen Supplies (Sugar, Tea leaves, Coffee, Cocoa, etc.												
Z 03 05	Representation Costs/External Communication	International Telephone Calls, Faxes, Postage.												
Z 03 06	Mission Costs (flights, allowances)	Air Tickets, Per diems, Luggage, etc.												
Z 03 07	Operational costs (various)													
Z 04 02	Audits	Audit fees, allowances, stationeries, secretarial services.												
Z 04 03	Punctual Technical Assistance (International & National)	Advisory and Monitoring Visits.												
Z 04 04	Backstopping BTC (Administrative & Technical)	Monitoring Visits, transport, allowances or perdiems.												

## 7.2



### 7.3 Financial planning for 2011 (in Euro)

Budget Codes			Budget Descriptions	TOTAL	Exe Mode	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A			Increased incomes amongst poor, especially women and youths in six districts of the Coast and Kigoma Regions, through the facilitation of an enabling environment for IGA.	467,480		38,300	121,500	164,680	143,000
A	1		<i>Improved capacity of local government in the intervention zone to facilitate pro-poor local economic development.</i>	149,800		38,300	35,500	34,000	42,000
A	1	1	Elaboration of a Baseline	21,000	Coman	17,000	4,000	0	0
A	1	2	Mapping of Economic Opportunities	21,300	Coman	21,300	0		0
A	1	3	Information and dissemination of national and local laws procedures and programmes (BEST, MKURABITA, taxes, etc).	7,500	Coman	0	7,500	0	0
A	1	4	Promotion of dialogue and coordination mechanisms to improve cooperation between the civil society, public and private sector.	60,000	Coman	0	20,000	20,000	20,000
A	1	5	Broaden understanding of linkages between investments and local economic development.	20,000	Coman	0	0	10,000	10,000
A	1	6	Support the local tax reform process at district level, favorable to pro-poor LED.	10,000	Coman	0	4,000	4,000	2,000
A	1	7	Capitalization of experiences and sharing of information and feed into district, regional and national policy for a and PSD.	10,000	Coman	0	0	0	10,000

Budget Codes			Budget Descriptions	TOTAL	Exe Mode	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A	2		<i>Improved capacity of business related service providers to respond to the needs of the target groups (women, men and youths).</i>	94,200		0	35,000	39,200	20,000
A	2	1	Identification of priorities (based on opportunities) for development of instruments for improved business services.	19,200	Coman	0	10,000	9,200	0
A	2	2	Development of instruments to improve outreach and services (to existing and potential clients) - practical manuals, curriculum modules, notice boards, exchange visits, etc.	35,000	Coman	0	10,000	15,000	10,000
A	2	3	Implementation of quick wins as practical examples of LED.	40,000	Coman	0	15,000	15,000	10,000
A	3		<i>Increased capacity of vulnerable groups and individuals to demand and access technical, entrepreneurial and business services.</i>	223,480		0	51,000	91,480	81,000
A	3	1	Awareness raising through facilitation of dissemination of information on important business related subjects (best practices, etc.) to the target groups.	18,480	Coman	0	6,000	6,480	6,000
A	3	2	Extension of the outreach of CBO's and/or other MFIs reaching IGA groups of higher risk.	140,000	Coman	0	20,000	60,000	60,000
A	3	3	Facilitation of the District Council Offices in supporting the creation and capacity building of groups.	20,000	Coman	0	10,000	10,000	0
A	3	4	Promotion of innovative and new economic activities.	45,000	Coman		15,000	15,000	15,000
A	3	5	Formalization of land ownership by villages and individuals.	0	Coman	0	0	0	0

Budget Codes			Budget Descriptions	TOTAL	Exe Mode	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Y			Budget Reserve (5% * total activities)	0		0	0	0	0
Y	1		<i>Budget Reserve (5% * total activities)</i>	0		0	0	0	0
Y	1	1	Budget Reserve COMANAGEMENT	0	Coman	0	0	0	0
Y	1	2	Budget Reserve REGIE	0	Regie	0	0	0	0
Z			General means	180,140		35,930	44,030	41,730	58,450
Z	1		<i>Staff Costs</i>	74,100		18,000	18,100	18,000	20,000
Z	1	1	National Staff	74,100	Regie	18,000	18,100	18,000	20,000
Z	2		<i>Investments</i>	5,490		0	0	2,800	2,690
Z	2	1	Vehicles	0	Regie	0	0	0	0
Z	2	2	Office Equipment	0		0	0	0	0
Z	2	3	IT Equipment	5,490	Coman	0		2,800	2,690
Z	3		<i>Operational Costs</i>	59,950		14,780	14,780	14,780	15,610
Z	3	1	Office Rent	0		0	0	0	0
Z	3	2	Vehicle Maintenance and Fuel	30,640	Coman	7,500	7,500	7,500	8,140
Z	3	3	Communication	5,830	Coman	1,400	1,400	1,400	1,630
Z	3	4	Office Materials	6,870	Coman	1,700	1,700	1,700	1,770
Z	3	5	Representation costs/external communication	4,360	Regie	1,090	1,090	1,090	1,090
Z	3	6	Mission costs (Flights and allowances)	11,880	Regie	3,000	3,000	3,000	2,880
Z	3	7	Operational costs – Various	370	Coman	90	90	90	100
Z	4		<i>Audit, Monitoring &amp; Evaluation, Backstopping</i>	40,600		3,150	11,150	6,150	20,150
Z	4	1	Evaluations (2)	0	Regie		0	0	0
Z	4	2	Audits	12,000	Regie	0	0	3,000	9,000
Z	4	3	Punctual Technical assistance (international & international)	16,000	Regie	0	8,000	0	8,000
Z	4	4	Backstopping BTC (administrative & technical)	12,600	Regie	3,150	3,150	3,150	3,150
<b>GRAND TOTAL</b>				<b>647,620</b>		<b>74,230</b>	<b>165,530</b>	<b>206,410</b>	<b>201,450</b>

## **8 CONCLUSIONS**

### **8.1 Activities and Finance**

Given the financial resources availed by the Government of Belgium and the committed District Facilitation Team the planned activities will be implemented at the required standard. However, the private sector, local communities and other partners should take an active role if the envisaged outputs are to be realized.

### **8.2 Monitoring criteria**

#### **8.2.1 Efficiency**

The project efficiency will depend on how the district councils will strive to be cost effective in implementing the project activities. Timely disbursement/authorization of financial resources by BTC and timely submission of financial reports/returns to BTC by the District Councils will facilitate efficient implementation of the planned activities.

#### **8.2.2 Effectiveness**

Effectiveness of the project will largely depend on the strength of partnership among the Public Sector, Private Sector and the members of the local community (poor entrepreneurs).

#### **8.2.3 Sustainability**

Sustainability of the project objectives and outputs will depend on the level of commitment by the Public Sector, Private Sector and local communities for joint pursuit of the Local Economic Development (LED).

### **8.3 Advice of the JLPC on the recommendations**

#### **8.3.1 Recommendations on activity planning**

- The Project Management Team to consult the National Microfinance Bank (NMB) on conditions for micro-credit schemes. The information will lead to proper decision on the appropriate microfinance institution (MFI) to support IGA groups and individuals.
- National Technical Advisors to work together with District Facilitation Teams in developing detailed project activity plans.
- The District Facilitation Teams to inform the National Technical Advisors about significant changes to the planned activities before getting into the implementation process.

### 8.3.2 Recommendations on financial planning

National Technical Advisors to work together with District Facilitation Teams in developing detailed project activity budgets.

### 8.3.3 Recommendations on Logical Framework

### 8.3.4 Other recommendations

- District Executive Director for Kigoma to provide an office for the IGA National Technical Advisor, preferably adjacent to the BIP office in order to enhance collaboration among BTC supported projects.
- Local government authorities to prepare for the project audit to be conducted before end of 2010.
- Project Management Team to prepare for reporting results against performance indicators at the end of 2010 as this will facilitate the project evaluation expected to be conducted next year.