



BTC



SUPPORT TO INCOME GENERATING ACTIVITIES PROJECT: KIGOMA AND COAST REGION TANZANIA

RESULT REPORT 2012



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Acronyms

BTC	Belgian Development Agency
JLCB	Joint Local Consultative Body
M&E	Monitoring and Evaluation
DFT	District Facilitation Team
DED	District Executive Director
MoFEA	Ministry of Finance and Economic Affairs
IPTT	Indicator Performance Tracking Table
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
PSO	Private Sector Organizations
CMT	Council Management Team
NTA	National Technical Advisor
NPC	National Project Coordinator
DPC	District Project Coordinator
TFF	Technical and Financial File
IGA	Income Generating Activities
JLPC	Joint Local Partnership Committee
LED	Local Economic Development
MTR	Mid Term Review
PPP	Private Public Partnership
MFI	Micro Finance Institutions
PSD	Private Sector Development
ASDP	Agricultural Sector Development Programme
BEST	Business Environment Strengthening for Tanzania
NSGRP	<u>National Strategy on Growth and Reduction of Poverty</u>
VAT	Value Added Tax
EPICOR	Budget data entry spread sheet system linked to IFMS
ASDS	Agriculture Sector Development Strategy
LGCDG	Local Government Capital Development Grant
SWAP	Sector Wide Approach
HQ	Headquarters
LGA	Local Government Authority
BIP	Beekeeping Improvement Project
SIDO	Small Scale Industries Development Organization
MKUKUTA	Mkakati wa kukuza uchumi na kupunguza umasikini Tanzania
IFMS	Intergraded Financial Management System

1. Intervention at a glance

1.1 Project form

Project name	Support to Income Generating Activities in Kigoma and Coast Regions Tanzania
Project Code	TAN0501611
Location	Six Districts of Kigoma and Coast Regions in Tanzania
Budget	Total budget €2,432,000 Belgian contribution €2,162,000 MoF contribution €150,000 LGAs contribution €120,000
Key persons	NTAs Kigoma and Coast Regions
Partner Institution	Ministry of Finance
Date of implementation Agreement	The Specific Agreement for project was signed on the 30 th December, 2008 and expires on 30 th December, 2013. The project started on January 2009 and ends in December, 2012.
Duration (months)	36 months
Target groups	6 LGAs (staff and councillors), 12 PSOs with 2,443 members/clients and 130 IGA groups with 2,600 members
Impact	The general objective of the project is <i>“To contribute towards improving livelihoods of the poor particularly in rural areas”</i> .
Outcome	The Specific Objective of the Project is <i>“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”</i>
Outputs	R.1 Improved capacity of the local governments to facilitate pro-poor local economic development
	R.2. Improved capacity of business related service providers to respond to the needs of the target group
	R.3. Increased capacity of the target group to demand and access technical, entrepreneurial and business services

1.2 Project performance

	Efficiency	Effectiveness	Sustainability
OUTCOME The Outcome 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”	B	B	B
Output 1 Improved capacity of the local government to facilitate pro-poor local economic development	B	B	B
Output 2 Improved capacity of business related service providers to respond to the needs of the target group	B	B	B
Output 3 Increased capacity of the target group to demand and access technical, entrepreneurial and business services	A	A	A


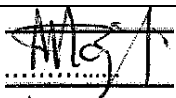

1.3 Budget execution

Total Budget	Expenditure year Dec 2012	Balance	Total Disbursement rate
€2,162.00	1,656.18	505.82	76.64%

1.4 Summary

<p>Implementation of project activities generally went as planned although there was interruptions due to the government decision to change the financial execution modalities. In Q3 Councils were busy preparing for the National Population Census and Uhuru Touch campaigns that lowered the pace of activities implementation.</p>
<p>The project conducted ToT for the formulated 12 DFTs sub-teams responsible for micro finance services establishment in IGA groups. The ToT was also attended by 12 staff from MFIs earmarked to develop linkages with the IGA groups. The training was part of implementing the strategy for developing capacity of IGA groups to move towards improving and sustaining their IGAs through establishing own financial services as well as utilizing the facility to create linkages with MFIs located in the respective districts.</p>
<p>All six target districts managed to complete 130 groups profiling by utilization of the guide provided. DFTs supported all 130 IGA groups to conduct value chain analysis and positioning their IGAs along the value chain and utilized the results in preparing business plans. The IGAs worth Tshs 651.8 mill (Euro 325,900).</p>
<p>The project conducted training for 132 ward level agriculture and community development extension staff to improve their capacities to support IGA groups in all 6 districts. The extension staffs at ward level are the critical linkage in organizing and providing capacity building services to the communities engaged in IGA activities. Thus the training provided knowledge and skills development to enable the staffs to embark on supporting the groups as part of strategy to improve delivery capacity of the districts with expectation that through the staffs frequency of working and advising the groups will increase and be cost effective as well as up-scaling of Project results in the wards.</p>
<p>Workshop for guiding 8 PSOs to prepare quick win proposals were conducted and prepared</p>

<p>proposals of which 5 PSOs have been selected and are working on improving the proposals. Joint review of proposals with the service providers scheduled in Q1 and preparation of execution modalities planned in Q2-2013 including funding.</p>
<p>The project executed a workshop to 17 PSOs and CBOs to prepare plans for improving outreach services directed to operators of income generating activities. The workshops aimed at enabling the service providers identified and found with potential for services provision, to learn and prepare focused and result oriented service delivery plan and also develop implementation strategies.</p>
<p>NPC's office managed to conduct monitoring exercise to all six districts and feedback was provided to DPCs and DFTs. The mission noted with concern delays in transfer of funds which consequently have negative effects to the pace at which project activities are being implemented. This mainly emanate from the need to use EPICOR system.</p>
<p>All 130 IGA groups were trained and guided on establishment of savings and credit services. 87 groups have established the services and have savings Tshs 259. 5 mill (Euro 129,750) and provided loans Tsh 191.1 mill (Euro 95,550). Members are 1,873 (67% women).</p>
<p>130 business plans were reviewed and 18 groups selected for accessing innovation grants. Preparation of execution agreement ongoing and funding scheduled in Q2-2013.</p>
<p>The project received valuable back stopping support from BTC Brussels. First mission by Regional Financial Controller on financial matters and the second by EST expert concentrated on implementation of MTR recommendations and overall progress attained. The technical backstopping also pointed out the need for drawing up road map for the remaining period. PMT drew the road map that was approved by 8th JLPC. The third backstopping was done by ARD Expert of which he concluded progress is on right track and recommended field activities to extend up to November 2013 for sustainability of results, evaluation to be done in June and the need for additional funding. PMT has implemented the recommendations by preparing work plan to December 2013, sought additional funding from Study Fund Project for implementation of LED and reviewed the LED Strategy preparation process.</p>
<p>Follow up auditing by Court of Audit of Belgium was conducted to verify implementation of 2011 audit recommendations. Mkuranga and Rufiji was taken as a sample. The follow up findings concluded that the recommendations were implemented to satisfactory levels. Key issues raised are the need for improving more the planning and budgeting process between partners and the project, instituting measures for reducing double funding risks, delays in operations due to weaknesses in the expertise of the partners to identify clearly the needs of beneficiaries, closing of the IGA project accounts and long periods for disbursement of funds to the districts.</p>

National execution official	BTC execution official
 Victor Mwainyekule	 Rainard Mjunguli-NTA Kigoma  Hermengild Mtenga-NTA Coast

2. Analysis of the intervention

2.1 Context

2.1.1 General context

The new phase of the Local Government Reform Programme which the Belgian Cooperation actively supports, states that: « According to the vision of Local Government Reform, and in line with the Vision 2025 and MKUKUTA, the ultimate goal of the reform is increased capacity and efficiency of delivering services to the people, to foster local economic development and to alleviate poverty ». On the other hand, since mid 2011 Tanzania has been reforming the district financial modalities which are yet to be completed to date thus rendering negative effects to the intervention.

2.1.2 Institutional context

At institutional level, IGA project is ranked very appropriate because it anchors with MKURABITA, BEST and MKUKUTA National programmes and strategies. Most of the human resources for the execution of the project are from the government of Tanzania, (75 district staff and 2 from NPC office) which is crucial element for project sustainability.

2.1.3 Management context: execution modalities

The execution modalities are based on the principle of COGESTION that bring BTC and the government of Tanzania to share responsibilities of project execution. Following changes in the financial modalities, PMT suggested opening up regional bank accounts especially for Kigoma region. Signatories being the IGA NTAs, Financial Advisor for BSPK and IGA AFO. The proposal was approved during 8th JLPC Meeting and the process to open the bank account are underway.

2.1.4 Harmo-context

The project essentially is a multi-sector intervention for contributing to creation of employment and generation of incomes at grassroots level. The overall approach created space for collaboration with other on-going related BTC supported projects and other development actors. During this year the intervention collaborated with other development partners and hired consultants in implementing specific assignments. The development actors include TASAF, VECO, WWF, CARITAS, MACEMP and ACTION AID. The consultants were hired from Moshi University College of Cooperative and Business Studies.

2.2 Outcome

2.2.1 Analysis of progress made

Outcome						
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						
Indicators	Baseline value	Progress year 2010	Progress year 2011	Target year 2012	End Target 2013	Comments
Profitability of supported IGA groups increased by 15%	0	0	0	10	15	2012 analysis planned in Q2 for the IGAs and the savings and credit results (IGAs and savings and credit are all facilities for incomes and hence profitability)
Type, quantity and quality of business services offered to the target group	0	0	0	3 types, at least 40% of clients/members, at least 30% client/ members acknowledging services improvement	3 types, at least 50% of clients/members, at least 40% clients/members acknowledging services improvement	Types of services are micro finance, marketing and training/advisory. Assessment of levels reached for 2012 planned in Q2.
30% supported PSOs and groups acknowledge improved capacity of LGAs in promotion and facilitation of pro-poor business development services.	0	0	0	30%	30%	30% is minimum. Satisfaction survey planned in Q2.
Analysis of progress made towards outcome						
<i>Relation between outputs and the Outcome.</i>	<p>The intervention has identified gaps and stringency in by laws concerning small scale investments. Proposals for review of the concerned by laws and new by laws are being done by district councils for eventual submission to PMORLG for approval and thereafter be enforced. This activity has direct contribution to the intended intervention outcome of creating enabling environment for small scale entrepreneurs.</p> <p>Realization of profiles and business plans plus value chain analysis of various IGASs of the beneficiaries catalysed understanding of their businesses, understanding key elements affecting their businesses. Linkage of these small scale entrepreneurs and service providers and establishment of informal savings and credit systems will contribute directly to the outcome of the intervention.</p> <p>Initially there was weak collaboration between the district councils and private service providers. The intervention through supporting PSOs and CBOs and LED platforms has contributed very much to improve the collaboration at the level of the target LGAs indicating substantial contribution to the intervention outcome.</p>					
<i>Progress made towards the achievement of the outcome (on the basis of indicators):</i>	<p>Output one (R1)</p> <ul style="list-style-type: none"> Understanding of the LED concept by staff and leaders has reached levels expected and LED strategy preparation ongoing. Each district has at least 10 staff at district level (DFTs) and extension staff in wards where the project is active with capacity to facilitate capacity building to IGAs groups. Each district has been equipped with tools for facilitating development of IGAs for vulnerable groups (tools for profiling, business planning, savings and credit, assessing 					

	<p>progress and planning for capacity building).</p> <p>Output two (R2)</p> <ul style="list-style-type: none"> • 15 service providers identified including the kind of services they provide. • The service providers trained on preparation of service provision plans and have service provision plans. • 8 Service providers trained on preparation of QWPs. • Assessment of QWPs proposals done and 5 selected for accessing grants. • The 5 SPs working on the recommended inputs. <p>Output three (R3)</p> <ul style="list-style-type: none"> • 130 groups have business plans (total investment Tshs 651.8 for 31 IGAs) as tools for guiding management and services accessibility (technical, marketing and financing). • 87 (70% of IGA groups) have savings Tshs 259.5 mill (Euro 129,750) for provision of loans to members. • 87 (70% of the IGA groups) have provided loans Tshs 191.1 mill (Euro 95,550). • 4 MFIs working on improving proposals for provision of services to the IGAs. • Groups keeping performance records for own and credibility assessment.
<p><i>Issues that arose, influencing factors (positive or negative):</i></p>	<p>Change of financial modality that led to channeling funds using development bank accounts in small amounts in form of advances for specific activities associated with delays in accounting on the partner side slowed down pace of activities implementation. In Q3 Councils were busy preparing for the National Population Census and National Touch campaigns that rendering t low implementation of activities.</p>
<p><i>Unexpected results:(spill over effects)</i></p>	<p>Establishment of savings and credit services has been very impressive and received very positively by the target groups. Other groups that are not receiving support from the project have requested support for establishing the services.</p>

2.2.2 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
<u>R1</u> Limited skills and resources of LGAs to develop capacities of the IGA groups	Start of the project	development	medium	medium	medium	Training/coaching/backstopping	NTAs	Based on needs	Knowledge, skills and attitude have improved to DPCs, DFTs and ward extension staff.	Ongoing
						Request allocation of funds from JLPC for DPCs/DFTs field activities	PMT	7 th JLPC	Approval provided and each district has budget line for field travels for DPCs/DFTs	ongoing
						Request provision of 18 motorcycles from JLPC	PMT	7 th JLPC	Approval provided and each district received three motorcycles in Q2-2013.	completed
<u>R2</u> Service providers not interested in developing instruments and products for target group	Start of the project	Development	medium	medium	Medium	Apply demand driven approach in supporting instruments development	NTAs	Q3-2013	Completion of SPs potentials, identification of instruments (micro finance, marketing, and training), and workshops conducted for planning delivery for services, preparation of plans by SPs, assessment of plans and feedback.	15 SPs identified-5 selected for QWPs and 4 for micro finance.
<u>R3</u> Lack of sub-sector or product associations at sub-district level or their low capacity stifles support for demand-led reform; Associations do lack the capacity to make any meaningful contribution to dialogue processes	Start of the project	development	medium	medium	medium	Start process for improving and organizing groups that will grow into associations and/or develop linkages with SPs supported under R2 processes	NTAs	Q3-2013	Profiling and categorizations of IGA groups into stages of development, provision of training and advisory services in relation to development stages, guide establishment of linkage systems.	130 groups involved in the process, 62% have reached development stage.

2.2.3 Potential Impact

Progress towards making contribution to the expected impact has been made through the systems and structures (IGA groups, SPs and LGAs equipped with the basic methodology and tools)) for enabling changes and contribution to employment and incomes generation are taking shape although still fragile and needs support beyond the project time frame.

2.2.4 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries		
<i>In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>		
1.1 What is the present level of relevance of the project?		
<input checked="" type="checkbox"/>	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.
<input type="checkbox"/>	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.
<input type="checkbox"/>	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.
<input type="checkbox"/>	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.
1.2 As presently designed, is the intervention logic still holding true?		
<input checked="" type="checkbox"/>	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).
<input type="checkbox"/>	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.
<input type="checkbox"/>	C	Problems with intervention logic may affect performance of project and capacity to monitor and evaluate progress; improvements necessary.
<input type="checkbox"/>	D	Intervention logic is faulty and requires major revision for the project to have a chance of success.
2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way (assessment for the whole of the intervention)		
<i>In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>		
2.1 How well are inputs (financial, HR, goods & equipment) managed?		
<input checked="" type="checkbox"/>	A	All inputs are available on time and within budget.
<input type="checkbox"/>	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
<input type="checkbox"/>	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.
<input type="checkbox"/>	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.

2.2 How well are outputs managed?		
<input checked="" type="checkbox"/>	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
<input type="checkbox"/>	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
<input type="checkbox"/>	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
<input type="checkbox"/>	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N		
<i>In order to calculate the total score for this Q-criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>		
3.1 As presently implemented what is the likelihood of the outcome to be achieved?		
<input checked="" type="checkbox"/>	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
<input type="checkbox"/>	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
<input type="checkbox"/>	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
<input type="checkbox"/>	D	Project will not achieve its outcome unless major, fundamental measures are taken.
3.2 Are activities and outputs adapted based on the achieved results in order to the outcome (Specific Objective)?		
<input checked="" type="checkbox"/>	A	The project is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
<input type="checkbox"/>	B	The project is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
<input type="checkbox"/>	C	The project has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the project can achieve its outcome.
<input type="checkbox"/>	D	The project has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

3. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).		
<i>In order to calculate the total score for this Q-criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D</i>		
3.1 Financial/economic viability?		
<input checked="" type="checkbox"/>	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
<input type="checkbox"/>	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
<input type="checkbox"/>	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
<input type="checkbox"/>	D	Financial/economic sustainability is very questionable unless major changes are made.

4.2 What is the level of ownership of the project by target groups and will it continue after the end of external support?		
<input type="checkbox"/>	A	The JLCB and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
<input checked="" type="checkbox"/>	B	Implementation is based in a good part on the JLCB and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
<input type="checkbox"/>	C	Project uses mainly ad-hoc arrangements and the JLCB and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
<input type="checkbox"/>	D	Project depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between project and policy level?		
<input type="checkbox"/>	A	Policy and institutions have been highly supportive of project and will continue to be so.
<input checked="" type="checkbox"/>	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the project, and are likely to continue to be so.
<input type="checkbox"/>	C	Project sustainability is limited due to lack of policy support. Corrective measures are needed.
<input type="checkbox"/>	D	Policies have been and likely will be in contradiction with the project. Fundamental changes needed to make project sustainable.
4.4 How well is the project contributing to institutional and management capacity?		
<input checked="" type="checkbox"/>	A	Project is embedded in institutional structures and contributed to improve the institutional and management capacity (even if this is not a explicit goal).
<input type="checkbox"/>	B	Project management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
<input type="checkbox"/>	C	Project relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
<input type="checkbox"/>	D	Project is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

Assign a final score to each criterion. If a monitoring criterion has been marked a 'C' or a 'D', measures have to be proposed, as part of the Action Plan (4.1)

Criteria	Score
Relevance	A
Effectiveness	A
Sustainability	B
Efficiency	A

2.3 Output 1

2.3.1 Analysis of progress made

Output 1: Improved capacity of the local governments to facilitate pro-poor local economic development						
Indicators	Baseline value 2010	Progress year 2011	Progress year 2012	Target year 2013	End Target	Comments
At least 5 Economic opportunities promoted by each LGA and adopted by target groups by 2012.	0	5	5	5	5	5 economic opportunities identified in each district. Adoption ongoing through 31 IGAs in 130 groups with 2,764 members (62% women.). IGAs investment worth Tshs 651.8 mill (Euro 340,367) by Q2-2012.
A least 24 dialogues (meetings, study visits, fora) held by 2012. At least 1 dialogue per quarter per district.	0	15	15	20	24	15 dialogue meetings conducted through the platforms, councilors and LGA staff. The dialogues enabled forming LED platforms and selection of economic opportunities in each district. The economic opportunities enabled selection of the 130 IGA groups.
Level of understanding of LED (including importance of transversal issues) by government officials increased by 50% by 2012.	0	50%	50%	50%	50%	LED workshops for staff, councilors and stakeholders conducted and MTR sample indicates that the level has substantially improved.
At one type of coordination mechanisms in place and functional by 2013 for each district.	0	6	6	6	6	Coordination mechanisms are in place but undergoing review to match with the LED approach
Level of knowledge and understanding of national policies and programs related to LED by local authorities increased by 50%.		30%	30%	30%	50%	The level is of understanding is expected to increase as the process for preparation of LED strategy is ongoing in all districts.
At least 2 tax bylaws formulated/reviewed by each district council to suit Pro-poor LED by 2012.	0	2	2	2	2	2 by laws currently under review in each district by trade officers with support of legal officers
Progress of <u>main</u> activities	Progress:				Comments (only if the value is C or D)	
	A	B	C	D		
1. The Project conducted training, coaching and backstopping for DFTs sub-teams and PSOs on MFIs as TOTs (24 participants).	X					
2. The project organized purchase of 18 motorcycles and distributed to respective target districts	X					
Profiling, categorization, value chain and business planning conducted to 130 IGA groups	X					
3. The project conducted training for Ward Extension staff (132) to improve their capacities to support IGA groups in all 6 targets districts	X					
Analysis of progress made towards output						
<i>Relation between activities and the Output.</i>	The intervention managed to impart knowledge and skills to LGAs for providing capacity building services for micro enterprises (IGAs) and micro finance establishment to groups, and the LGAs have utilized the knowledge and skills in enabling 130 groups to implement IGAs and establishment of savings and credit services.					
<i>Progress made towards the achievement of the output</i>	<ul style="list-style-type: none"> Understanding of the LED concept by staff and leaders has reached levels expected and LED strategy preparation ongoing. Each district has at least 10 staff at district level (DFTs) and extension staff in wards where the project is active with capacity to facilitate capacity building to IGAs groups. Each district has been equipped with tools for facilitating development of IGAs for 					

	vulnerable groups (tools for profiling, business planning, savings and credit, assessing progress and planning for capacity building).
<i>Issues that arose, influencing factors (positive or negative):</i>	Change of financial modality impacted negatively to the speed at which activities were implemented. During Q3 LGAs were busy while undertaking National Census campaign
<i>Unexpected results (positive or negative):</i>	Demand by groups within outside the project intervention wards for similar support

2.3.2 Budget execution

The budget for Output One was Euro 102,380 and the actual expenditure was Euro 64,040 the percentage of execution was 62.52%. The budget included execution of LED that needed redesigning and approval of JLPC. Approval was obtained in October and execution started in December and the rest of the processes were shifted to 2013.

2.3.3 Quality criteria

Criteria	Score
Efficiency	A
Effectiveness	A
Sustainability	B

2.4 Output 2

2.4.1 Analysis of progress made

Output 2: Improved capacity of business related service providers to respond to the needs of the target group						
Indicators	Baseline value 2010	Progress year 2011	Progress year 2012	Target year 2013	End Target	Comments
At least 3 improved and new instruments (micro finance, marketing services and training services) developed and implemented by Private Sector Organizations (PSOs) by 2012. At least 3 instruments per district	0	10	10	10	18	5 PSOs having 10 instruments are being supported for provision of services to IGA groups.
At least 2 quick wins implemented by PSO/CBO in each district council and have impacts to supported IGAs by 2013	0	5	5	5	12	Execution agreement for implementation modalities are being designed.
Progress of <u>main</u> activities			Progress:		Comments (only if the value is C or D)	
			A	B	C	D
1 Five days workshops conducted to 15 SPs on planning and instruments development and QWP preparations to 8 SPs.			X			
2 Review and feedback provided to the 8SPs and improvements made to the proposals.			X			
3 Selection of 5SPs done and the SPs finalizing improvements			X			
Analysis of progress made towards output: Analyse the dynamics between the activities and the probable achievement of the Output (see Results Report Guide).						
<i>Relation between activities and the Output.</i>	Process for developing services provision through the QWPs and linkages ongoing					
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	<ul style="list-style-type: none"> 15 service providers identified including the kind of services they provide. The service providers trained on preparation of service provision plans and have service provision plans. 8 Service providers trained on preparation of QWPs. Assessment of QWPs proposals done and 5 selected for accessing grants. The 5 SPs working on the recommended inputs. 					
<i>Issues that arose, influencing factors (positive or negative):</i>	Low capacity of districts to support the process and thus requiring direct intervention of the NTAs					
<i>Unexpected results (positive or negative):</i>	None					

2.4.2 Budget execution

The budget for Result Area number Two was Euro 68,880 and the actual expenditure was Euro 57,280 the percentage of execution was 87.16 %.

2.4.3 Quality criteria

Criteria	Score
Efficiency	A
Effectiveness	A
Sustainability	A

2.5 Output 3

2.5.1 Analysis of progress made

Output 3: Increased capacity of the target group to demand and access technical, entrepreneurial and business services						
Indicators	Baseline value 2010	Progress year 2011	Progress year 2012	Target year 2013	End Target	Comments
100% of supported IGA target groups demanding at least 2 types of services from PSO by 2013.	0		100%	100%	100%	The targeted IGA groups (130) have accessed services from the LGAs through DFTs. Spill over effect of 45% (60) groups demand for services
At least 70% of supported IGA target groups accessing services by 2013.	0	0	50%	70%	70%	Well established system exists between the LGAs and the Groups.
At least 50% of members of the target groups express satisfaction on services provided by PSOs by 2013	0		50%	50%	50%	On going process to link IGAs and PSOs. Subject to satisfaction survey expected in Q3
5 Types of new and improved technologies promoted and adopted by 2013	0	18	18	18	5	In each district an average of 3 improved technologies have been selected and proposals prepared for accessing grants.
Progress of main activities	Progress:				Comments (only if the value is C or D)	
	A	B	C	D		
1 Conduct training to IGA groups on MFIs- savings and credit	X					
2 Preparation of micro finance linkage plan between IGAs and MFIs		X				
3 Provision of savings and credit kits to groups	X					
4 DFTs to facilitate IGA groups to conduct value chain analysis and to come up with business plans	X					
5 Support IGA groups and individuals to prepare proposals for accessing and utilization of innovative and new economic grants		X				
Analysis of progress made towards output:						
<i>Relation between activities and the Output.</i>	Linkage between IGA groups and service providers will enhance delivery of services to these small scale entrepreneurs having direct contribution to the intended output of the intervention					
<i>Progress made towards the achievement of the output (on the basis of indicators):</i>	Output three (R3) <ul style="list-style-type: none"> 130 groups have business plans (total investment Tshs 651.8 for 31 IGAs-Euro 325,900) as tools for guiding management and services accessibility (technical, marketing and financing). 87 (70% of IGA groups) have savings Tshs 259.5 mill (Euro 129,750) for provision of loans to members. 87 (70% of the IGA groups) have provided loans Tshs 191.1 mill (Euro 95,550). 4 MFIs working on improving proposals for provision of services to the IGAs. 					
<i>Issues that arose, influencing factors (positive or negative):</i>	Training of LGA staff (DFTs) as trainers of MFIs has been the greatest factor towards success of the establishment of the savings and credit within the groups					
<i>Unexpected results (positive or negative):</i>	More groups apart from target groups(60) have raised demand for provision of training and guidance on establishment of the savings and credit services in groups					

2.5.2 Budget execution

The budget for Result Area number Three was Euro 199,000 and the actual expenditure was Euro 174,670 the percentage of execution was 87.77 %.

2.5.3 Quality criteria

Criteria	Score
Efficiency	A
Effectiveness	A
Sustainability	A

3. Transversal Themes

3.1 Gender

Gender integration is excellent. Out of 130 target groups, more than 60% of members are women.

3.2 Environment

At the onset of the project, selection of IGAs and eventually the subsectors and economic opportunities involved were based on environmental friendly practises. During this year the intervention learnt another source of charcoal making which if adopted will reduce the rate at which forest trees are being exploited for charcoal making. This new technology will be introduced to respective district councils during Q2 2013.

3.3 Other themes

In most of the intervention areas there are programmes on place by other development partners and the government for HIVs and other social interventions. That has enabled the target group to be aware of such interventions and responded positively. Also among of the project strategy is social inclusion in development and thus this has been a success particularly in the IGA groups were participation of women is highly noticeable.

4. Steering and Learning

4.1 Action Plan

Action plan	Source	Actor	Deadline
<i>Description of the action/decision to be taken</i>	<i>The sub-chapter to which the action refers</i>	<i>Responsible person</i>	<i>Period</i>
Completion of process of learning in all three output areas by Q2 and concentrate and utilize Q3 for backstopping	2.3.2-2.5.2	NTAs/DPCs	Q3-2013
Discuss and develop process for continuity of some of the interventions by related BTC supported project	2.3.2-2.5.2	NTAs	Q3-2013

4.2 Lessons

Lessons learned	Target audience
M and E system should be set prior to the start of the project for a result based approach to work correctly	BTC and Responsible Ministry of partner
Technical capacities of partner institutions should be identified prior to the start of the project i.e the assumption by TFF that DFTs have required capacities was proved the contrary	BTC and LGA
Ability and willingness of partner institutions to finance some project activities should be proven prior the project. Example; the provision of working tools to improve outreach of DFTs to target groups had to be supported by the project i.e. the assumption by TFF that LGAs will equip DFTs with relevant working tools was proved the contrary.	LGA
Prompt communication of all changes that can affect the project and taking quick action is of importance.	Partner

5. Annexes

5.1 Original Logical framework

Attached

5.2 Updated Logical framework

Attached

5.3 More results at a glance

Logical framework's results or indicators modified in last 12 months?	Attached
Baseline Report registered on PIT(Project Information Tool)	Not yet
Planning MTR	None
Planning ETR	None
Backstopping missions since 01/01/2012	March/April by EST Expert and November/Dec by ARD Expert

5.4 "Budget versus current (y – m)" Report

Attached

5.5 Resources

Audio visual material:visit WWW.youtube.com/watch?V=EWQMC07umYI

6. Decisions taken by the JLCB and follow-up

Decision to take					Action			Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
<p>The meeting noted with concern that most DEDs did not attend the meeting and that they should be reminded to attend in person to put more weight to the project</p> <p>The model for savings and credit in IGA groups is a unique system the project is implementing and thus, the project has to document the implementation, results and lessons</p>	8 th JLPC Meeting October 2012	Q3-2012	PMT	PMT	Invitation letters for 9 th JLPC emphasized to DEDs	NPC		To be observed in 9 th JLPC meeting	
	8 th JLPC Meeting	Q3-2012	JLPC		Planned for Q3-2013	NTAs	Q3-2013	None	
<p>JLPC approved the Local Economic Development (LED) strategy facilitation process that will enable each district to prepare development strategy</p>	8 th JLPC Meeting	Q3-2012	PMT	PMT	Implementation started in Q4-2012	NTAs	Q2-2013	Consultants engaged and implementation ongoing	