

TECHNICAL & FINANCIAL FILE

INDIVIDUAL LEARNING FOR ORGANISATIONAL DEVELOPMENT: BELGIAN-TANZANIAN SCHOLARSHIP PROGRAMME

TANZANIA

DGCD CODE : NN 3010237
NAVISION CODE : TAN 10 888 11



THE BELGIAN
DEVELOPMENT COOPERATION **.be**

TABLE OF CONTENTS

ABBREVIATIONS	4
ANALYTICAL RECORD OF THE INTERVENTION	6
1 SITUATION ANALYSIS	7
1.1 HISTORY OF THE SCHOLARSHIP PROGRAMME IN TANZANIA	7
1.2 CONCLUSION	9
2 STRATEGIC ORIENTATIONS	10
2.1 INTERVENTION STRATEGY	10
2.2 FROM ANALYSIS THROUGH SELECTION TO IMPLEMENTATION	16
2.3 BENEFICIARIES.....	18
2.4 SYNERGIES WITH OTHER ACTORS AND INTERVENTIONS	18
3 INTERVENTION FRAMEWORK	20
3.1 GENERAL OBJECTIVE	20
3.2 SPECIFIC OBJECTIVE	20
3.3 EXPECTED RESULTS.....	20
3.4 ACTIVITIES.....	20
3.5 INDICATORS AND MEANS OF VERIFICATION	28
4 RESOURCES	30
4.1 FINANCIAL RESOURCES.....	30
4.2 HUMAN RESOURCES	30
4.3 MATERIAL RESOURCES.....	30
5 IMPLEMENTATION MODALITIES	33
5.1 LEGAL FRAMEWORK AND ADMINISTRATIVE RESPONSIBILITIES	33
5.2 TECHNICAL RESPONSIBILITIES	33
5.3 FINANCIAL RESPONSIBILITIES.....	33
5.4 IMPLEMENTATION AND FOLLOW-UP STRUCTURES.....	33
5.5 MANAGEMENT PROCESSES	35

5.6	MODIFICATION OF THE TFF	41
5.7	CLOSURE OF THE INTERVENTION	41
6	CROSS CUTTING THEMES	42
6.1	ENVIRONMENT.....	42
6.2	GENDER.....	42
7	ANNEXES.....	43
7.1	LOGICAL FRAMEWORK	45
7.2	IMPLEMENTATION CALENDAR.....	49
7.3	CHRONOGRAM.....	50
7.4	TOR LONG-TERM PERSONNEL.....	51
7.5	PRINCIPAL ELEMENTS OF AGREEMENTS.....	54
7.6	NEEDS ASSESSMENT OF BENEFICIARY INSTITUTIONS: STEPS TO FOLLOW AND REFERENCES.....	56
7.7	THE 37 CERTIFIED STANDARDIZED COURSE PROVIDERS FOR LGA'S.....	61
7.8	FINANCIAL STANDARDS FOR SHORT- AND LONG-TERM TRAININGS IN BELGIUM AND LOCALLY	63
7.9	BELGIAN FINANCIAL STANDARDS	71
7.10	TANZANIAN FINANCIAL STANDARDS.....	76
7.11	SELECTION CRITERIA FOR SELECTIONS OUTSIDE THE FRAMEWORK OF A BENEFICIARY INSTITUTION	78

Abbreviations

BI	Beneficiary Institution
BTC	Belgian Technical Cooperation
CBG	Capacity Building Grant
CBP	Council Capacity Building Plan
DC	District Council
DGD	Directorate General for Development
DED	District Executive Director
HLGA	Higher Level LGA
HRO	Human Resources Officer
IDCP	Indicative Development Cooperation Programme
IMF	Institute for Financial Management
JLCB	Joint Local Consultative Body
LGA	Local Government Authorities
LGR	Local Government Reform
LGDGS	Local Government Development Grand System
LGRP	Local Government Reform Programme
LLGA	Lowel Level LGA
LTI	Lead Training Institute
MNRT	Ministry of Natural Resources and Tourism
MP	Member of Parliament
NRM	Natural Resources Management
OPRAS	Open Performance Review and Appraisal System
PMO-RALG	Prime Ministers Office – Regional Administration and Local Government
PO-PSM	President Office – Public Service Management
PPRA	Public Procurement Regulating Authority
QTP	Qualified Training Providers
RC	Regional Commission
RS	Regional Secretariat

SAEU	Southern African Extension Unit
TI	Training Institute
TNA	Training Needs Assessment
TFF	Technical and Financial File
TPSC	Tanzania Public Service College
UDSM	University of Dar es Salaam
VEO	Village Executive Officer
VPO – DoE	The Division of Environment under the Vice President’s Office
WDC	Ward Development Committee
WEO	Ward Executive Officer

Analytical record of the intervention

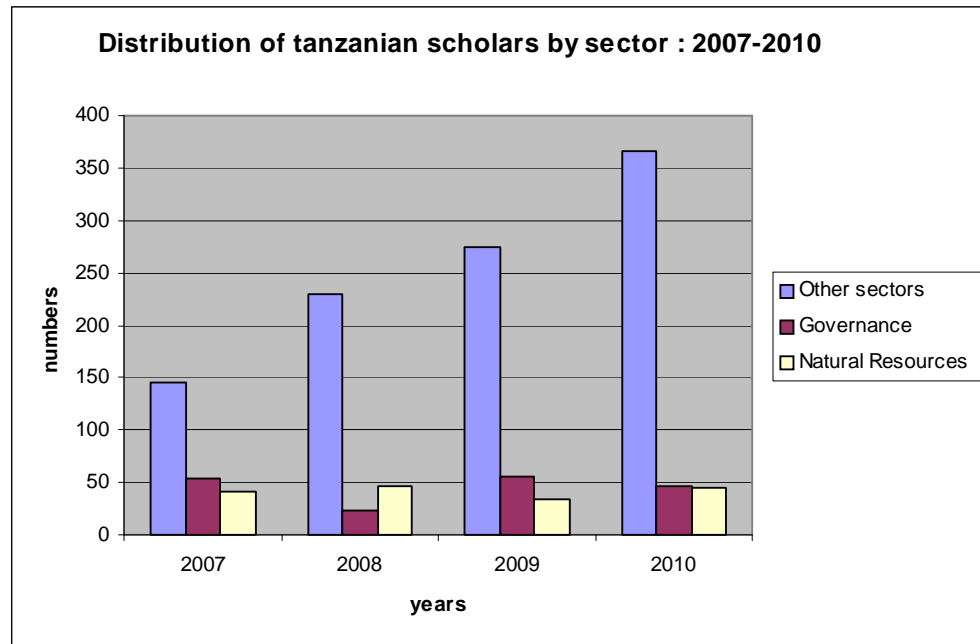
Intervention number	NN 3010237
Navision Code BTC	TAN 10 888 11
Partner Institution	Public Service Management of the President Office (PO/PSM)
Length of the intervention	36 months for the implementation (60 months as from the signature date of the specific convention)
Date of the intervention	Q4 2011
Contribution of the Partner Country	n.d.
Belgian Contribution	6.000.000 euros
Sector (CAD codes)	15122 Decentralization and support to sub national government 41010 Environmental policy and administrative management
Global Objective	To contribute to the institutional capacity development of Tanzania
Specific Objective	Contribute to the organizational capacity strengthening of the beneficiary institutions*
Results	<p>Result 1: Needs for capacity development are identified</p> <p>Result 2: Beneficiary institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching</p> <p>Result 3: Beneficiary institutions in the sector of Natural Resources Management have benefited from trainings and appropriate coaching</p> <p>Result 4: Formerly selected scholarships are implemented in various sectors</p>

* With this specification the specific objective becomes more modest but also more goal-oriented. Belgium and Tanzania can be held accountable for **contributing** to capacity strengthening.

1 Situation analysis

1.1 History of the scholarship programme in Tanzania

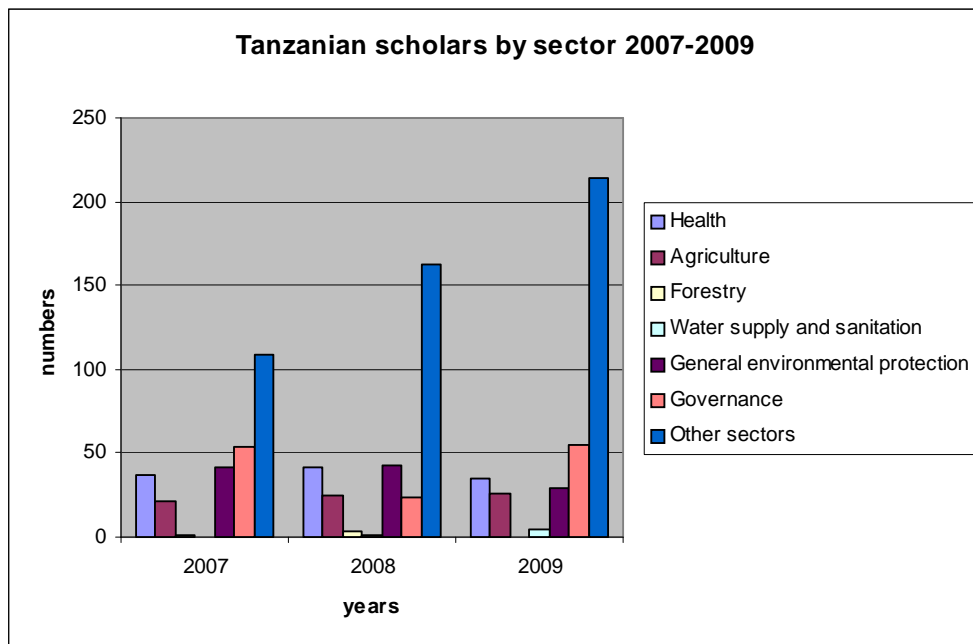
The table below shows a repartition of all selected scholars (executed locally and in Belgium) from the previous IDCP, by priority sector of the actual IDCP 2010-2013 (= Natural Resources, Governance, other sectors*). The year 2010 has been added to have a comparison with the first year of the actual IDCP.



Source: Report local scholarships 2007 + Tubes + Damino 2007-2010

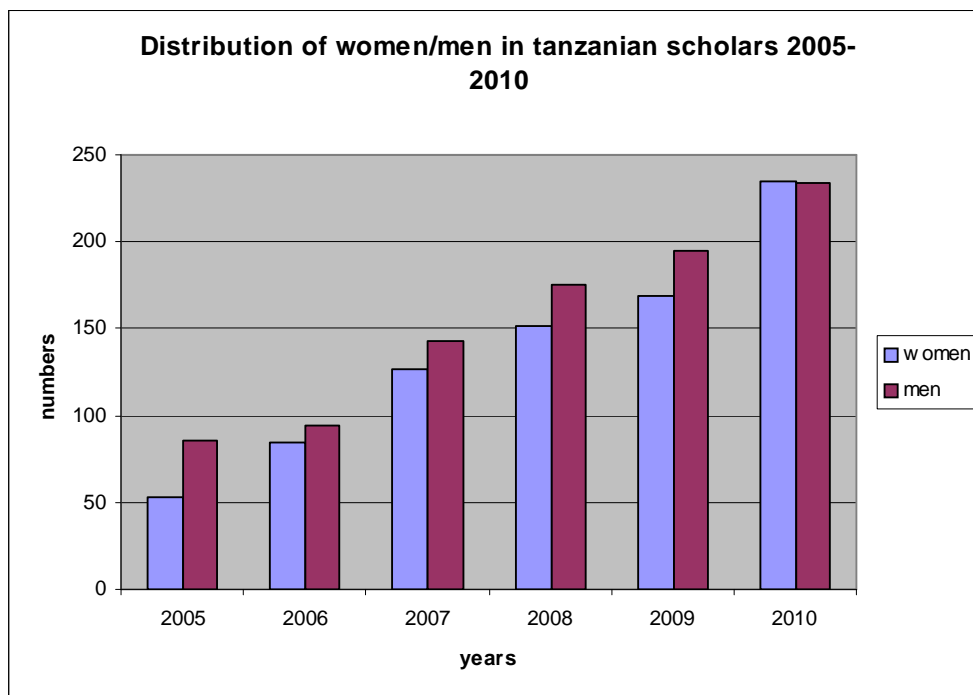
***other sectors** = education, population, health, transport, enterprises and other services, manufactory industries, construction, tourism, other multisector, infrastructure, communication, banks and financial services, agriculture, sciences, extractive industries, commerce

The table below shows the detail of some 'other' sectors related to the sectors of concentration of the actual IDCP for the years 2007-2009.



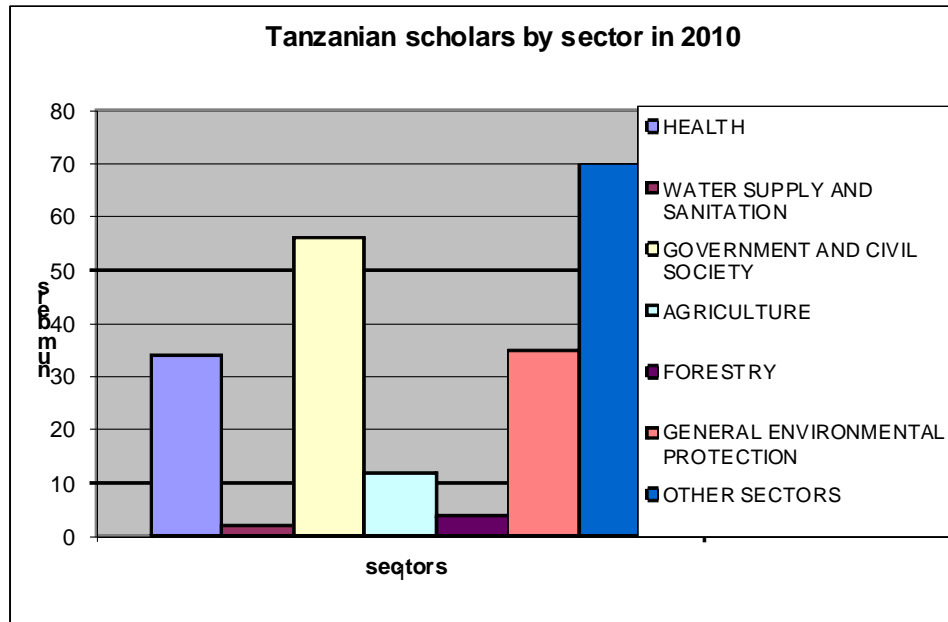
Source: local scholarships report 2007-2008 + Tubes + Damino 2007-2009

The table below shows the gender repartition of all selected scholars (executed locally and in Belgium) from the previous IDCP. The year 2010 has been added to have a comparison with the first year of the actual IDCP 2010-2013. In 2010 50% of the selected scholars are women. In previous years this was not so much the case. The new programme has to continue this striving for a good gender balance.



Source: Report local scholarships 2005-2008 + Damino + Tubes 2007-2010

For the actual IDCP 2010-2013 an initial selection has been made for the year 2010. In the table below the budget of the most important sectors represented in this selection is shown.



Source: Damino 2010

1.2 Conclusion

As these figures show, the 2010 selection was still made in all kinds of areas, without a real link with the content of the IDCP.

Nevertheless some important (sub)sectors for the future programme are already well represented (natural resources, beekeeping). The future programme will be able to build further on this but will also have to focus more (on (sub)sectors and on regions of origin).

2 Strategic orientations

2.1 Intervention strategy

2.1.1 From individual scholarships towards organisational capacity building

Until now, the scholarship programme mainly focused on individuals: he or she applied for a scholarship with a letter of recommendation. The choice of the training was mainly determined by personal needs and without any attention towards sustainability.

The new approach of the programme is in line with the **Paris Declaration**:

- more involvement from the partner country;
- support to bodies and institutions of the partner country;
- alignment to national (capacity building) strategies;
- responsibility of the partner towards objectives and results.

The new scholarship programme will put a focus on long-term investments and on sustainability of its capacity building:

The strategic choice is in that way to look **beyond the personal response and to support organisational development of institutions** of the partner country and so to improve the service delivery to the population.

This means that individuals (or groups of individuals) will receive scholarships for training that are beneficiary for (a better performance of) the organisation from which they are emanating.

An agreement will be signed between the scholarship programme and the BI.

Furthermore a contract needs to be signed between the individual (scholarship applicant) and the BI to agree on mutual engagements.

The duration of the programme has been adapted: **a multi-annual specific agreement** will enable working with each chosen institution benefiting from the intervention (beneficiary institution – BI) in a more **intensive and enduring way**. This approach will continue as well in the next two IDCP's in order to have **more sustainable results**.

The identification of potential beneficiary institutions (BI) is linked to the **sectors and intervention zones of the IDCP**.

This evolution of individual scholarships towards organizational capacity building will be concretised through:

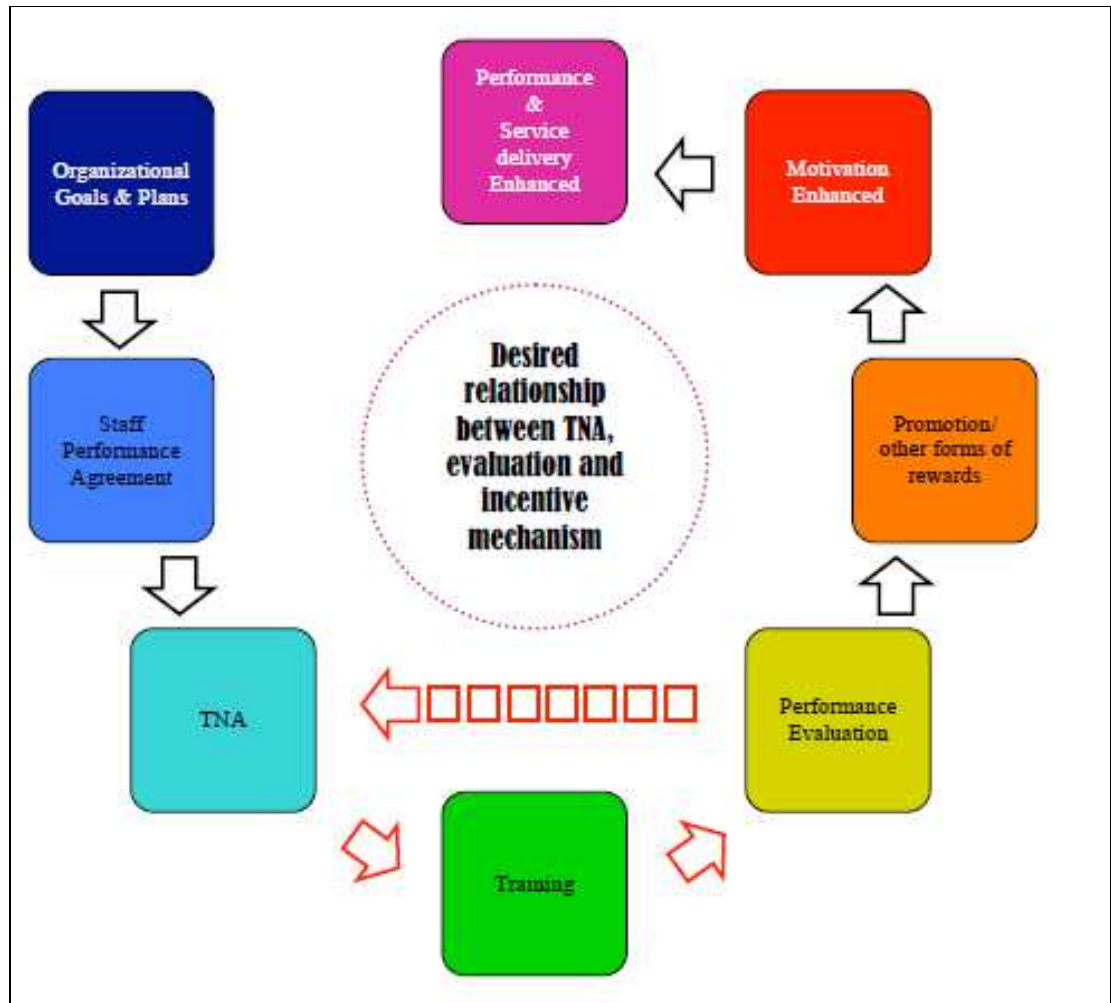
- **Needs assessments of organizations and elaboration of a training plan:**
The programme will help the BI to organise a needs assessment of their organization. On the basis of this needs assessment the BI will be able to define (with the input of the programme) an adapted training plan.
- **(Coaching on) transfer of skills and knowledge towards the organization:**
The scholarship programme will work with the BI on how to transfer in a more effective way the competencies acquired towards the rest of the organization

(e.g. through the elaboration of a contract between BI and scholar, through the organization of internal workshops, etc)

- **Monitoring of the improvement of organisational performance:**

On the level of the specific objective a number of indicators have been foreseen to measure the way in which the organization applies and integrates the competencies acquired by their personnel.

This strategy is in line with the Tanzanian Training Strategy for Local Government Authorities as shown in the figure below:



Source: Tanzanian Training Strategy for Local Government Authorities

2.1.2 Limited sectors and zones of intervention

The scholarship programme will align on the sectoral and geographical choices made by the Indicative Development Cooperation Programme (IDCP), which are further specified in the identification document.

Sectors of intervention: **Natural Resources** Management (and related departments such as Agriculture and Water) and **Local Government Reform**.

Zones of intervention: 5 regions, 17 districts:

- Kigoma: Kigoma rural, Kibondo, Kasulu
- Morogoro: Kilombero, Ulanga
- Coastal: Rufiji, Mafia, Mkuranga, Kilwa (Lindi)¹
- Arusha: Longido
- Kagera: Ngara, Biharamulo, Chato, Muleba, Misenyi, Bukoba, Karagwe

The focus of the trainings will be on the decentralized/deconcentrated level with a focus on the district level. Central level will be invited to participate in certain trainings at district level and will be encouraged to express their own training needs.

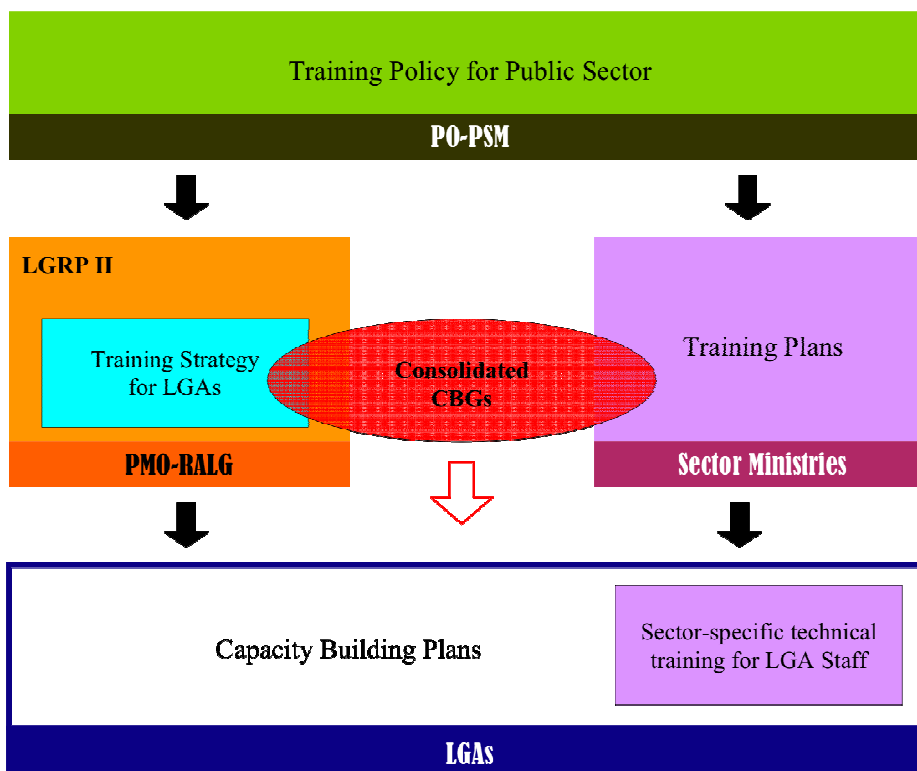
2.1.3 Alignment on national capacity building strategies

The programme will align on national strategies for capacity building. PO-PSM has developed a strategy for the whole public sector. Technical ministries have on that base developed their own training programmes. With this in view the programme will collaborate closely with the MNRT on its training strategy² and see in which way the BI can inscribe their needs assessment and training plan in this national framework.

For the sector of Local Government Reform PMO-RALG has developed his own training strategy, which will also be followed by the scholarship programme. In the sector of LGR the scholarship programme will concentrate its support at district level.

¹ Kilwa is part of the Lindi region but has been added to the programme because of the Wetlands intervention region that just crosses the border between Coastal and Lindi region.

² At this moment the MNRT doesn't dispose of a well-developed strategy, although they have developed per department a list of identified needs and desired training.



Source: Tanzanian Training Strategy for Local Government Authorities

2.1.4 Phased implementation of the programme

1. Adaptation and approval of the list of potential BI.
2. Performance of needs assessments of BI.
3. Performance of quality assessments of known training institutes (TI) and training.
4. Exploration and quality assessment of other potential TI and trainings.
5. Actual start of the scholarship programme.

For more details on this phased implementation see chapter 3 on the intervention framework.

2.1.5 Different types of BI

A potential BI can be:

- o a central administration;
- o a decentralised or deconcentrated administration;
- o an operational institution that is recognised by a supervising administration (including civil society).

A Training Institute (TI) can in certain cases also be considered as a BI (see chapter 2.2.1.3 on the quality assessment of training institutes).

2.1.6 Different subjects and different types of training

There are two main types of training: short term (less than 6 months) and long-term

(longer than 6 months) trainings. Next to that PhD's and E-learning have their own operational rules.

Priority will be given to short term trainings (see 2.1.7) although PhD's and other long-term trainings will not be excluded if they appear the most appropriate answer to the training needs of the BI.

This training can be given in different ways:

- Traditional (in class or academic) courses;
- Training on the job;
- Distance learning;
- Workshops;
- Group training;
- Internal training;
- Peer learning;
- Internships;
- Conferences, seminars;
- Study tours;
- Etc.

Trainings can be organised in different locations:

In the Tanzanian scholarship programme priority will be given to local and regional training (organised in Tanzania or, if not possible in Tanzania, in a neighbouring country), if necessary with the support of Belgian expertise. If the necessary training institutes are not present locally, trainings can also be organised in Belgium or other European countries.

Training can be organised on different themes:

- technical trainings;
- management related training;
- training on policy and planning;
- training on Monitoring and Evaluation;
- etc.

Financial standards have been developed for the different types of training and have to be followed.

There are financial standards for training in Belgium, for training in Tanzania and for training in other countries where BTC is intervening.

An explanation on those different types of financial standards is given in annexe 7.8.

The standards themselves are for Belgium given in annex 7.9. The standards for local training in Tanzania are being revised and will soon be at the disposal of the programme. The standards for other BTC-countries are at the disposal at the respective BTC

Representations.

	In Tanzania	Regional (other BTC-countries)	In Belgium
Short-term training (less than 6 months) (<i>traineeships</i>)	Standards in annex 7.10	Standards at the disposal of the different BTC Representation	Standards in annex 7.9
Long-term training (longer than 6 months) (<i>studies</i>)	Standards in annex 7.10	Standards at the disposal of the different BTC Representation	Standards in annex 7.9
PHD's	Standards in annex 7.10	Standards at the disposal of the different BTC Representation	Standards in annex 7.9
E-learning	Standards in annex 7.10	Standards at the disposal of the different BTC Representation	Standards in annex 7.9

2.1.7 Intervention strategy: other points of interest

The programme wants **more people to benefit** from trainings than in the past and wants to avoid the weakening of the BI during trainings. Therefore following points will have to be taken into account:

- organize trainings for the different layers of an organization (and not only for management structures);
- put more accent on short term trainings;
- mix different types of trainings (see list above).

The programme will have a particular attention to **quality**:

- assessment of and discussion with training institutes in order to obtain more qualitative trainings that correspond better to the demand;
- evaluation of each new training course being provided;
- particular attention to a clear formulation of the demand (which means for example working on qualitative terms of reference).

BI must be **pro-active**: the programme will inform on possibilities but the demands will have to come from the BI.

There will be **no more individual selections** (from 2011 onwards). Just for information purposes in annex 7.11 the selection criteria used for the past individual selections are explained.

The programme will strive for a **gender balance** on the level of the people selected for the training.

Both sectors (LGR and NRM) do not have to be represented in all regions.

2.2 From analysis through selection to implementation

As explained above the individual or group of individuals receiving a scholarship will be considered as being part of an organization to be reinforced.

Therefore different steps will have to be taken before the actual implementation of the scholarship.

2.2.1 Analysis of offer and demand

2.2.1.1 Selection of beneficiary institutions

A list of BI per sector is already given in this TFF (see chapter 3 on the implementation framework) but during implementation other BI can be added to this list. Every new BI has to be approved by the Joint Local Consultative Body (JLCB).

To add new BI following selection criteria³ have to be followed:

Selection criteria for Beneficiary Institutions
BI has developed HR strategy that fits in with the national and/or local HR strategy
BI is active within the sector of Local Government Reform or Natural Resources Management
BI is active in one of the following regions: <ul style="list-style-type: none"> - Kigoma - Morogoro - Coastal region - Arusha - Kagera
BI has a training plan or the willingness to draw up one, if necessary with coaching. The training plan is in line with the BI's HR strategy and takes all levels of staff into consideration.
BI commits itself to the implementation and transfer of competencies (knowledge/skills/attitudes) acquired through training by creating an enabling environment: <ul style="list-style-type: none"> - structure of the BI - methods, procedures to be applied - logistical means - acknowledgements/ responsibilities
BI agrees with monitoring and evaluation regarding the implementation and transfer of

³ These selection criteria can also be amended by the JLCB.

competencies

2.2.1.2 Needs assessment of beneficiary institutions (BI) and elaboration of a training plan

If not yet existent BI can ask the programme to help them perform an analysis of their needs.

If the scholarship programme performs this assessment it will be done by preference according to the methodology of the open systems model (see annex 7.6). This means:

1. A quick scan of the main objectives and tasks of the organization;
2. A definition of the competencies (skills, knowledge, attitudes) needed to perform better as an organization towards the achievement of those objectives;
3. A definition and prioritisation of the needs that correspond to the defined competencies;
4. Drawing up a training plan;
5. Exploration and contracting of the actual training.

2.2.1.3 Quality assessment of known training institutes and trainings

The quality of trainings in the past didn't always meet expectations. Therefore assessments will be made of known trainings. In certain cases training institutes can become beneficiary institutions and receive support from the scholarship programme in order to perform better.

2.2.1.4 Exploration of new training possibilities

Further on in this TFF a list of potential TI is given (see chapter 3 on the implementation framework), but at the start the scholarship programme will investigate further in order to find other potential TI and trainings that can respond to the demands of the BI in the sectors of concentration.

2.2.1.5 Selection of individuals participating in trainings

This selection is left to the discretion of the BI but will be discussed with and checked on eligibility by the project management unit (PMU).

The following minimal selection criteria have to be followed by the BI. In consultation with the PMU the BI can add other criteria:

Selection Criteria for Individuals
The candidate commits him/herself to work within the BI for a period of time that is to be defined by the BI
The candidate is supported by his/her superior
The candidate has the necessary competencies and experience to follow the training
The candidate should, through his/her (future) position, be able to contribute to the better functioning of the BI. Candidates from various levels in the BI should be taken into consideration.
For long term academic scholarships (masters, PhD) the candidate has to provide the

acceptance of his candidature by a university
Applicants from remote areas will be given priority
Priority should be given to women in order to strive for 50% of female candidates.

2.2.1.6 Selection of training institutes

Per training the adequate training institute will be sought for. This will be done by the PMU via tenders launched in accordance with the Belgian law on public tendering. See chapter 5 on the implementation modalities for more details.

For long term academic courses with a predetermined, announced programme and costs for which the applicant has obtained an acceptance of his inscription, no public tendering is necessary.

A first list of potential TI is given in chapter 3 (implementation framework). This list will be amended and completed on the basis of the assessment and market research (activity 1.2 and 1.3).

2.3 Beneficiaries

Direct beneficiaries:

- All Beneficiary Institutions (selected by the Scholarship Programme);
- The Personnel of the BI (selected by its BI for scholarship training, approved by the PMU).

Indirect beneficiaries:

- The local training institutes;
- The population of the chosen intervention zones.

2.4 Synergies with other actors and interventions

The programme will look actively for **synergies** with other interventions, especially with the training activities those interventions are or will be providing.

With other BTC current and planned interventions such as:

- Kilombero Integrated Wetlands Management Plan Support Programme;
- Lower Rufiji Wetland Ecosystem Management Project;
- Beekeeping Improvement Project;
- Income Generating Activities;
- Budget Support to the Local Government Grant System (LGRP II);
- Project of support to the decentralization of PPRA (Public Procurement Regulating Authority).

Concerning LGRP II there is a lack of comprehensive learning needs assessment, linking capacity development activities to LGAs' performance goals and organizational goals. Related to this, there is no clear system to link individual training to job performance and organizational goals. The scholarship programme could be complementary on this aspect because it can support LGAs to perform good needs assessments.

Concerning PPRA, it should be considered during the formulation phase of PPRA if its international TA could not also support the scholarship programme on the organisational capacity building aspects.

BTC should collaborate with other donors like JICA and Inwent/GTZ who worked specifically with the Tanzanian government on capacity building (for local authorities). JICA helped to develop the training strategy for LGRP II and will work on strengthening the Lead Training Institute (Hombolo). Inwent/GTZ worked on developing training needs assessments. Both can be very useful for the Belgian scholarship programme.

BTC should align on internal Tanzanian efforts made to strengthen capacities within potential beneficiary institutions (e.g. national and local capacity assessments and training plans).

3 Intervention framework

3.1 General objective

“To contribute to the institutional capacity development of Tanzania”

3.2 Specific objective

“Contribute to the organizational capacity strengthening of the beneficiary institutions”⁴

3.3 Expected results

Four results have identified:

Result 1: Needs for capacity development are identified

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

Result 3: Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

Result 4: Formerly selected scholarships are implemented in various sectors

3.4 Activities

3.4.1 Result 1: Needs for capacity development are identified

3.4.1.1 Activity 1.1 Needs assessment of the beneficiary institutions

If not yet existent BI can ask the programme to help them perform an analysis of their needs.

The PMU will launch a public tender to find the necessary experts that can support the BI with this exploration. The PMU will regroup assessments to be performed within one sector so that the experts have a global view on the capacity needs within a group of BI and are able to stimulate mutual exchange between BI on their experiences.

(see chapter 2.2.1.1 and annex 7.6 for the methodology of this kind of analysis.)

⁴ *(IDE-file: To improve institutional and organisational capacities of the institutions benefiting of the Belgian bilateral direct cooperation mainly in the 5 above mentioned regions through training of their staff”)*

The specific objective is no longer mentioning ‘institutional capacity building’ as a goal, which makes the specific objective more realistic. The scholarship programme will indeed not be working on institutional aspects (e.g. sector policies, collaboration between organisations within one sector, etc), the latter being more the scope of institutional support programmes.

The programme will no longer ‘improve capacities’ but will be contributing to capacity strengthening.

With this specification the specific objective becomes more modest and less ambitious but also more goal-oriented. Belgium and Tanzania can be held accountable for **contributing** to capacity strengthening. This can be measured via specific indicators on the level of the specific objective (see logical framework).

3.4.1.2 Activity 1.2 Quality assessment of known and provided training possibilities related to the demand

The quality of trainings in the past didn't always meet expectations. Therefore assessments will be made of known trainings.

The PMU will launch a public tender to find the necessary experts who can perform those assessments. Preferably two tenders will be launched: one for TI in the sector of LGR and one for TI in the sector of NRM.

The results of those assessments will have to lead to a decision to work or not with one or another Training Institute on a specific subject.

If the decision is negative, recommendations have to be given on possible trainings in order to strengthen the TI. In this way the TI, if desired, can become a BI of the programme.

If positive the TI will be added to a list of potential TI to be contracted for certain training subjects.

3.4.1.3 Activity 1.3 Exploration of new qualitative training possibilities related to the demand

After the assessment of known TI a market research will be done to add to the list more potential TI in the sectors of concentration.

The PMU will launch a public tender to find the necessary experts who can perform this research.

The final expected result is a list of potential TI that can respond in a flexible way to the demands of the BI in the sectors of concentration. Of course for every training a public tender will have to be launched in order to promote a healthy competition between those TI.

For the sector of Local Governance Reform this activity should be done in collaboration with the **Lead Training Institution (Hombolo)**⁵, which is responsible for the coordination of all trainings and training institutes concerning Local Governance Reform.

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

3.4.2.1 Activity 2.1 Coaching on the elaboration of the capacity building plans and on the follow-up of trainings

Once the global needs assessment has been done on a more general level (see Result 1), the BI have to draw up their own capacity building plans.

The scholarship programme will be available to advise and support BI on this aspect. The members of the PMU can do this themselves or they can launch tenders to outsource this work. Subjects of the support can be:

- general support with the elaboration of the capacity building plan;
- technical input for qualitative terms of reference for specific trainings;

⁵ And with JICA who helped to develop the training strategy for LGRP II and who supported and will continue its support to Hombolo.

- technical input with the selection of the most suited training institute.

On this subject the scholarship programme will have to work closely together with the delegates of PMO-RALG within the regional structures whose specific task it is to help LGA with their capacity building.

After the training has been followed, a follow-up of the scholars and their respective BI must be assured.

At the scholars' level the scholarship programme wants to:

- support the scholars with the transmission of their newly acquired competences towards the organisation;
- coach the scholars on the implementation of their newly acquired competences in their daily work.

This follow-up can be included in the contract between the BI and the TI having delivered the training. Or the PMU can outsource this follow-up to external experts.

An agreement will be signed between the scholar and his/her BI in which this 'post-scholarship' period will be defined. (see annex 7.5 for the principal elements of such an agreement)

On the level of the BI the scholarship programme wants to:

- stimulate and coach the BI to create an enabling environment which allows the scholars to implement their new competences and to share them with the rest of the organization.

This will be concretised in the agreement between the BI and the scholarship programme. (see annex 7.5 for the principal elements of such an agreement)

The implementation and integration of the newly acquired competences of its staff within the BI as a whole (procedures, work instructions, politics, etc.) will not be considered as an activity on its own⁶. But this aspect will be followed up via indicators on the level of the specific objective (see logical framework in annex 7.1).

3.4.2.2 Activity 2.2 Implementation of training according to demand

This TFF defines in the table below a list of beneficiary institutions. This list is not exhaustive and can be completed during the implementation of the programme. BI in the civil society area especially will have to be explored and added to the list. Each modification of the list of BI needs the approval of the JLCB.

List of Beneficiary Institutions in the sector of Local Government Reform
District Executive Directorate and District Council of all 17 districts that have been selected for the programme (see 2.1.2 Sectors and zones of intervention).
Central and Regional Level: PMO-RALG
Civil Society Organisations: to be specified during implementation. Specific attention has

⁶ Since at this level we are talking about 'impact' it is very difficult to allocate the specific impact of the scholarship programme on the better performance of an organization.

to be given to women organisations working in this sector.

Within this activity 2.2 the different trainings to be selected will be inscribed as budget lines. The TFF cannot at this stage define the trainings needed, as needs assessments still have to be executed at the beginning of the programme.

This activity disposes of a global budget of **900.000 €**. It is the responsibility of the PMU to ensure a balance in the attribution of this budget towards the different regions, a good mix of different training themes and a gender balance.

An indicative list of potential training subjects is given in the table below:

Potential training subjects in the sector of Local Governance Reform
Financial management
Revenue collection
Policy, Planning and Monitoring & Evaluation
Good Governance; Corruption
Local Governance Management

An important point of attention will be the quality of the terms of reference of the training requested. BI can, via the PMU, ask advice from local or international technical assistants, or the PMU can launch specific tenders for specific technical input on the elaboration of terms of reference.

After the training has been followed, an evaluation⁷ will be obligatory, as from the side of the scholar, the BI and the TI.

The table below shows a list of potential training institutes. This list will be modified and completed by the PMU based on the needs assessment, on the training subjects responding to those needs and on the quality assessments and the market research (see 3.4.1.2 and 3.4.1.3).

List of potential training institutes in the sector of Local Government Reform	
Hombolo Local Government Training Institute (LTI)	Provides training to all LG staff, but mostly sub management levels. It orients the staff in general LG matters.
Mzumbe University: Public Administration department	Mostly DEDs, treasurers, planners, HRO staff that follow courses funded by the CBG, in leadership, (HoDs, DED, and chairpersons), Financial Management and Human Resource management. This department of Mzumbe University is supported by NUFFIC and the University of

⁷ BTC is developing a template for such evaluations.

	<p>Groningen (Netherlands). They charge 3M/ year for a masters degree.</p> <p>It also provides certificates for council clerks on Local Governance Finance and on LG management for WEOs and VEOs.</p>
Institute for Financial Management (IMF)	It provides training to several levels of staff. E.g. a degree for local government accountants, or courses on minute writing and how to conduct an efficient meeting.
TPSC (Tanzania Public Service College)	Leadership training by PO-PSM through TPSC, especially for Higher Local Government staff.
SAEU (Southern African Extension Unit)	This institute is the leading institute for training of most of the elected councillors in the last few years.
University of Dar es Salaam (UDSM): department of Policy and Planning.	Many Planners have acquired their degree at UDSM in the area of planning and policies.
<p>Other institutes providing education for LGAs:</p> <ol style="list-style-type: none"> 1. IRDP (Integrated Rural Development Planning Institute) 2. CBE (College of business Education): 3. This college is specialized in formal education and training for accountants 4. Community Development College (Arusha) 5. Cooperative College Moshi 6. The 37 certified standardized course providers (annex 7.7) 	

3.4.3 Result 3: Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

3.4.3.1 Activity 3.1 Coaching on the elaboration of the capacity building plans and on the follow-up of training

Once the global needs assessment has been done on a more general level, the BI have to draw up their own capacity building plans.

The scholarship programme will be available to advise and support BI on this aspect. The members of the PMU can do this themselves or they can launch tenders to outsource this work. Subjects of the support can be:

- general support with the elaboration of the capacity building plan;
- technical input for qualitative terms of reference for specific trainings;
- technical input with the selection of the most suited training institute.

On this subject the scholarship programme will have to work closely together with the members of central and regional level structures of the Ministry of NRM, the Ministry of Water, the Ministry of Agriculture whose specific task it is to help LGA and other institutes with their capacity building.

After the training has been followed, a follow-up of the scholars and their respective BI has to be assured.

On the level of the scholars the scholarship programme wants to:

- support the scholars with the transmission of their newly acquired competences towards the organisation
- coach the scholars on the implementation of their newly acquired competences in their daily work

This follow-up can be included in the contract between the BI and the TI having delivered the training. Or the PMU can outsource this follow-up to external experts.

An agreement will be signed between the scholar and his/her BI in which this 'post-scholarship' period will be defined. (see annex 7.5 for the principal elements of such an agreement)

On the level of the BI the scholarship programme wants to:

- stimulate and coach the BI to create an enabling environment which allows the scholars to implement their new competences and to share them with the rest of the organisation.

This will be concretised in the agreement between the BI and the scholarship programme. (see annex 7.5 for the principal elements of such an agreement)

The implementation and integration of the newly acquired competences of its staff within the BI as a whole (procedures, work instructions, politics, etc.) will not be considered as an activity on its own.⁸ But this aspect will be followed up via indicators on the level of the specific objective (see logical framework in annex 7.1).

3.4.3.2 Activity 3.2 Implementation of training according to demand

This TFF defines in the table below a list of beneficiary institutions. This list is not exhaustive and can be completed during the implementation of the programme. Especially BI in the civil society area will have to be prospected and added to the list. Each modification of the list of BI needs the approval of the JLCB.

List of Beneficiary Institutions in the sector of Natural Resources Management

⁸ Since at this level we are talking about 'impact' it is very difficult to allocate the specific impact of the scholarship programme on the better performance of an organization.

<p>Central Level MNRT:</p> <ul style="list-style-type: none"> - Beekeeping and Forestry Division - Wildlife and Community Based Conservation Department Office - Policy and Planning Division - Administration - Tanzanian Forest Service⁹ <p>Vice-President's Office: Division of Environment¹⁰</p> <p>National Environment Management Council (NEMC)</p>
Regional and District level: people working at district and regional level in the sectors of NRM, Environment, Agriculture, Water
Rufiji Water Basin Office in Rufiji and Iringa ¹¹
Mafia Marine Park ¹²
Selous Game Reserve and Udzungwa National Park ¹³
Tanzanian Honey Council ¹⁴
Local NGO's, cooperatives and community based organisations (to be further defined); Specific attention has to be given to women organisations working in this sector.
Honey Cooperatives, Kigoma

Within this activity 3.2 the different trainings to be selected will be inscribed as budget lines. At this stage the TFF cannot define the trainings needed, as needs assessments still have to be executed at the beginning of the programme.

This activity disposes of a global budget of **900.000 €** It is the responsibility of the PMU

⁹ New agency under MNRT that is dealing with the commercial aspects of forestry. A similar agency is being talked about for the Wildlife Sector.

¹⁰ Is headed by a Minister of State for the Environment and is responsible for the supervision and coordination of the implementation of the Environmental Management Act. They have also become the Ramsar focal point in the country, which means the authority, that is responsible for the reporting to the Ramsar convention on Wetlands, i.e. the management of the Ramsar sites, like Kilombero and other wetland issues.

¹¹ RBWO is an office under the Division of Water Resources in the Ministry of Water. There are nine basins in Tanzania, each with a Basin Water Office. The mandate of the Basin Water Offices is the collection of data on water quality and quantity and also the issuing of water user rights.

¹² Ministry of Livestock and Fisheries.

¹³ These are Central Government Institutions but with a local mandate. Game Reserves are under the Wildlife Division of MNRT and are mainly set aside for hunting purposes. National Parks are administered by the Tanzania National Parks Authority (TANAPA) which is a semi-governmental authority under MNRT.

¹⁴ This is an umbrella organization (a public-private company) for all stakeholders in the honey production chain.

to ensure a balance in the attribution of this budget towards the different regions, a good mix of different training themes and a gender balance.

An indicative list of potential training subjects is given in the table below:

Potential training subjects in the sector of Natural Resources Management
Reporting
Policy, Planning and Monitoring & Evaluation; more specific coordination and delegation of executive activities (contracting with NGO's, civil society organisations, communities, etc)
Technical trainings on wetland management, honey making techniques, etc
Specific ICT trainings

An important point of attention will be the quality of the terms of reference of the training requested. BI can, via the PMU, ask local or international technical assistants for their input, or the PMU can launch specific tenders for specific technical input on the drawing up of terms of reference.

After the training has been followed, an evaluation¹⁵ will be obligatory, as from the side of the scholar, the BI and the TI..

The table below shows a list of potential training institutes. This list will be modified and completed by the PMU based on the needs assessment, on the training subjects responding to those needs and on the market research (see 3.4.1.2 and 3.4.1.3).

List of potential training institutes in the sector of Natural Resources Management
Mweka College of African Wildlife, Moshi
Olmotony Forestry Training Institute, Arusha
Beekeeping Training Institute, Tabora
Pasiensi Wildlife Management, Mwanza
Community Based Natural Resources Management Institute, Ruvumaa
African Wetlands Management, Kenyan Wildlife Services, Naivasha
Sokoine University of Agriculture
Training Institutions under the Ministry of Livestock Development and Fisheries and the Ministry of Agriculture, Food Security and Cooperatives
Eastern and South-eastern Africa Management Institute, Arusha and Swaziland
Tropical Beekeeping Course at Ghent University, Belgium

¹⁵ BTC is working on a template for such evaluations.

3.5 Indicators and means of verification

3.5.1 Indicators on the level of the global objective

Evolution of gender composition of the beneficiary institutions

Less rotation of staff¹⁶

Decrease of vacancies

3.5.2 Indicators on the level of the specific objective

Institutions use the acquired competences and knowledge to the benefit of the whole organization

Use of training material within the organization

Quality of capacity building plans and training plans has improved

Individual career plans are more aligned to the general competence management of the organization

3.5.3 Indicators on the level of the results

3.5.3.1 Result 1: Needs for capacity development are identified

List of competences to be reinforced (not in terms of training requested)

List of potential qualitative training providers

List of training institutes to be reinforced (potential BI)

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

The competency management of the BI integrates the followed trainings

Acquired knowledge and skills are being transferred towards the organization (internal workshops, train the trainer, etc)

The training material used during the training followed is put at the disposal of the BI

Percentage of women having participated in trainings (in relation to the gender composition of the organization)

Satisfaction degree of the individuals and the BI on the quality of the trainings

Motivation of staff having benefited from a scholarship has risen

Analysis of the regions of origin of the candidates (in order to follow-up if candidates from remote areas have in fact been given priority)

¹⁶ When the competent authorities (PO-PSM but also the individuals themselves) realise that an investment in its personnel and a good competence management means also that those trained people should stay for a longer period in their organization to transfer their competences, less rotation of staff can be a good indicator to measure the appropriation of the scholarship programme.

3.5.3.3 Result 3: Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

Idem as Result 2

3.5.3.4 Result 4: Formerly selected scholarships are implemented in various sectors

Satisfaction degree of the individuals on the quality of the trainings

Success rate

4 Resources

4.1 Financial resources

4.1.1 Belgian contribution

Total Belgian contribution: **6.000.000€**

This budget integrates all expenses already dealt with in the General Scholarship Convention for 2010 (UNI2010).

From the date of signature of the Specific Convention on, all expenses on UNI2010 will be charged on Result 4 of this new Scholarship Programme.

The indicative budget of the budgetline A_04_01 (Result 4) will every six months be updated by the PMU with the effective expenses and approved by the JLCB.

4.2 Human resources

4.2.1 Belgian contribution

One full-time BTC Coordinator (42 months)

One full-time project officer (42 months)

One part-time accountant (42 months)

See annex 7.4 for description of their tasks.

4.2.2 Tanzanian contribution

One full-time National Coordinator.

This person will be proposed by Tanzanian Government (PO-PSM) and approved by BTC. He/she will work full time for the scholarship programme but will receive his/her salary from PO-PSM. He/she will possibly receive a topping-up from the project.

4.3 Material resources

The project management unit (PMU) will be installed at the BTC representation. They will pay via a service level agreement for the use of the commodities. A budget for office rehabilitation has been foreseen.

The project will pay for laptops and will also buy a car.

TOTAL BUDGET (Euros)				Modality	TOTAL BUDGET	%	Budget on Scholarship Convention			Budget Specific Agreement Scholarships Programme TAN1088811		
							2010	2011	2012	2013	2014	2015
A	Specific Objective Contribute to the improvement of public ser				2.072.254	80%	1.569.004	1.152.721	681.525	1.009.206	703.048	360.000
A	01	R1 Needs for capacity development are identified			75.000	3%				35.000	40.000	0
A	01	01	Needs assessment within the beneficiary institutions	regie	30.000					30.000		
A	01	02	Quality assessment of known and provided training possibilities related to the demand	regie	30.000					5.000	25.000	
A	01	03	Exploration of new qualitative training possibilities relate to the demand	regie	15.000						15.000	
A	02	R2 Beneficiary institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching			870.000	34%		0		390.000	300.000	180.000
A	02	01	Coaching on the elaboration of the capacity building plans and on the follow-up of trainings	regie	0							
A	02	02	Implementation of trainings according to the demand	regie	0							
A	03	R3 Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching			870.000	34%	0	0		390.000	300.000	180.000
A	03	01	Coaching on the elaboration of the capacity building plans and on the follow-up of trainings	regie	0							
A	03	02	Implementation of trainings according to the demand	regie	0							
A	04	R4 Formerly selected scholarships are implemented in various sectors			257.254	10%	1.569.004	1.152.721	681.525	194.206	63.048	0
A	03	01	Local trainings selected before 2010	regie	3.300		734.806	186.131	26.250	3.300	0	0
A	03	02	Trainings in Belgium selected before 2010	regie	119.772		260.463	155.938	145.985	92.590	27.182	0
A	03	03	Local trainings selected in 2010	regie	82.950		573.734	784.570	484.237	73.050	9.900	0
A	03	04	Trainings in Belgium selected in 2010	regie	51.232		0	26.082	25.053	25.266	25.966	0
X	Budgetary reserve (max 5% * total activities)				23.720	1%				10.090	0	13.630
X	01	Réserve budgétaire			23.720	1%				10.090	0	13.630
X	01	01	Budgetary reserve COMANAGEMENT	co-management	0							
X	01	02	Budgetary reserve REGIE	regie	23.720					10.090		13.630

Z General Means				500.776	19%	0	0	219.892	141.692	139.192	
Z '01	<i>Human Resources</i>			<i>202.566</i>	<i>8%</i>			<i>69.522</i>	<i>66.522</i>	<i>66.522</i>	
Z 01 01	Scholarships Programme Coordinator	regie		70.862				23.621	23.621	23.621	
Z 01 02	Scholarships Programme Manager	regie		60.113				20.038	20.038	20.038	
Z 01 03	Half-time Accountant	regie		37.393				12.464	12.464	12.464	
Z 01 04	Driver	regie		14.997				4.999	4.999	4.999	
Z 01 05	Topping up National Coordinator	regie		16.200				5.400	5.400	5.400	
Z 01 07	Recrutement	regie		3.000				3.000			
Z '02	<i>Investments</i>			<i>45.200</i>	<i>2%</i>			<i>45.200</i>	<i>0</i>	<i>0</i>	
Z 02 01	Vehicle 4x4	regie		30.000				30.000			
Z 02 02	Office equipment			10.000				10.000			
Z 02 03	IT equipment	regie		5.200				5.200			
Z '03	<i>Operating Costs</i>			<i>158.010</i>	<i>6%</i>			<i>52.670</i>	<i>52.670</i>	<i>52.670</i>	
Z 03 01	Office operating costs	regie		33.360				11.120	11.120	11.120	
Z 03 02	Vehicle Operating Costs	regie		11.700				3.900	3.900	3.900	
Z 03 03	Telecommunication	regie		1.350				450	450	450	
Z 03 04	Office supplies	regie		2.700				900	900	900	
Z 03 05	Little IT costs	regie		2.880				960	960	960	
Z 03 06	Missions	regie		51.300				17.100	17.100	17.100	
Z 03 07	Training staff	regie		15.000				5.000	5.000	5.000	
Z 03 08	Representation costs and external communication	regie		15.000				5.000	5.000	5.000	
Z 03 09	Bank costs	regie		720				240	240	240	
Z 03 10	Meeting JLPC	regie		24.000				8.000	8.000	8.000	
Z '04	<i>Auditing, Monitoring and Evaluation</i>			<i>95.000</i>	<i>4%</i>			<i>52.500</i>	<i>22.500</i>	<i>20.000</i>	
Z 04 01	Baseline	regie		10.000				10.000			
Z 04 01	Evaluation	regie		40.000				20.000		20.000	
Z 04 03	Audit	regie		35.000				17.500	17.500		
Z 04 04	Backstopping	regie		10.000				5.000	5.000		
TOTAL				2.596.750	100%	1.569.004	1.152.721	681.525	1.239.188	844.740	512.822
REGIE				2.596.750		1.569.004	1.152.721	681.525	1.239.188	844.740	512.822

5 Implementation modalities

5.1 Legal framework and administrative responsibilities

The legal framework for this programme is given by the Specific Agreement signed between The Government of the Kingdom of Belgium represented by the Belgian Minister for Development Cooperation and the Government of Tanzania. This Technical and Financial File is attached to the Specific Agreement.

There is a **joint Belgian-Tanzanian administrative responsibility** for the execution of this programme.

The government of Tanzania has designated the Public Service Management of the President's Office (PO-PSM) as the administrative entity responsible for executing the programme.

The Belgian party designates the Directorate-General for Development (DGD) represented by the Attaché for International Cooperation in Dar Es Salaam as the Belgian entity responsible for the Belgian contribution.

DGD delegates the fulfilment of its obligation towards the Belgian Technical Cooperation (BTC) represented by BTC representative to Tanzania as the Belgian entity responsible for the execution and follow-up of the programme.

5.2 Technical responsibilities

There is a **joint Belgian-Tanzanian technical operational responsibility** for the execution of this programme.

All technical decisions concerning technical execution (planning and reporting, quality surveillance, decisions on the opportunities of expenses, communication, etc.) are taken jointly.

The system that will be used for technical related processes is the Belgian one.

The procedures and responsibilities are being detailed in the following chapters.

5.3 Financial Responsibilities

This programme will be executed in own BTC management when it comes to Financial Modalities. The public procurement rules applied will be the ones of the Belgian Government.

5.4 Implementation and follow-up structures

5.4.1 Joint Local Consultative Body

A Joint Local Consultative Body (JLCB) will be created at the signature of the Specific Agreement. It represents the highest level of decision making with regard to the implementation of the project.

All decisions are taken in consensus and the minutes, made-up by the secretariat, are signed by all ordinary members of the JLCB.

Within the limitations of the Specific Agreement, the JLCB shall lay down its own internal rules and take its decision by consensus of its members.

5.4.1.1 The JLCB will consist of the following members:

- PO-PSM representative (Chairperson)
- MoFEA representative (Authorizing officer)
- PMO-RALG representative
- MNRT representative
- BTC Resident Representative

The secretariat will be carried out by the members of the PMU.

The JLCB can invite any relevant person involved in the project to attend a JLCB meeting as an informer and/or as an observer. It would for example be interesting to invite representatives from regions, districts and civil society regularly.

5.4.1.2 Roles and functions of the JLCB

- JLCB approves the annual work plans and budgets.
- It approves the six-monthly progress report, financial report and cash flow report.
- It approves the disbursement and utilization of the funds based on the six-monthly progress report.
- It approves any modification to the list of beneficiary institutions.
- It approves budget modifications.
- It monitors the overall project and approves final project reports and final closure of the project. It agrees on the transfer of property at the end of the project.
- It approves the terms of reference of the evaluation missions as well as appraises the recommendations of these exercises.
- It recommends and approves possible changes in the TFF such as activities, results and implementation modalities.
- It recommends to both governments possible changes to the specific objective, the duration and the total amount of the project.
- The JLCB resolves policy and coordination issues.

5.4.2 Project Management Unit (PMU)

5.4.2.1 Composition of the PMU

PO-PSM will nominate the **national coordinator** of the programme, with a non-objection from BTC. His/her role is, for the Tanzanian party, to guarantee that the Programme results are realized in order to reach the specific objective as described in the Specific Agreement and in this technical and financial file.

The responsible will depend on the Director of PO-PSM and will be available full-time for the programme.

BTC will recruit a **BTC-coordinator**, specialised in organizational capacity building, with a non-objection from the Tanzanian party. His/her role is, for the Belgian party, to guarantee that the Programme results are realised in order to reach the specific objective as described in the Specific Agreement and in this technical and financial file.

The coordinators will be supported by a **project officer** and an **accountant**.

5.4.2.2 Roles and functions of the PMU

The PMU will report to the JLCB and is responsible for the coordination and day-to-day management of the programme. Its role is to guarantee that the Programme results are realised in order to reach the specific objective.

The PMU will actively monitor all activities to ensure optimal implementation. It shall be responsible for the preparation of technical, administrative, budgetary and accounting management of the programme.

BTC + national coordinator are responsible for:

- Coordinating the overall planning of all activities;
- Organizing, coordinating and supervising the implementation of all activities/scholarships/trainings (respecting tendering and contracting procedures);
- Coaching and monitoring of the selected beneficiary institutions (needs assessments, definition of training (guiding in the writing of qualitative ToR), selection of candidates, follow-up after training has taken place);
- Approving (against the pre-set selection criteria) the scholarship candidates proposed by the beneficiary institutions;
- Assuring timely compilation of progress reports and budgeted work plans for consideration by the JLCB;
- Acting as the secretariat of the JLCB;
- Coordinating overall monitoring and evaluation.

BTC-coordinator is responsible for:

- Committing of all activities according to the budget;
- Guaranteeing financial management, accounting and compilation of reports;
- Contract administration (managing the relationship with the consultancy and training providers);
- Coordinating of auditing.

5.5 Management processes

5.5.1 Operational Management

5.5.1.1 Follow-up, evaluation and backstopping¹⁷

Process	System	Responsibility
Baseline study	BTC	Joint
Mid Term review	BTC	Joint
End evaluation	BTC	Joint
Backstopping	BTC	Joint

¹⁷ Cfr BTC Q-platform for all guidelines, templates and checklists.

Baseline Study (BS)

A BS consists on the one hand of the elaboration of the evaluation & monitoring system of the programme and on the other hand of an update of the indicators of the TFF. At this time there's also an initial measurement of the chosen indicators in the present situation (t0). All indicators have, as far as possible, to be differentiated sexo-specifically.

This BS will be commissioned by the PMU and will be executed via a local consultancy.

Mid-Term and Final Evaluation

BTC and PO-PSM will commission those evaluations. The results of the mid-term evaluation will be analysed by the JLCB who will decide, if necessary to reorient or adapt the programme.

The function of the mid-term evaluation is to evaluate the general execution of the programme, to analyse its implementation modalities and to trace any problems or dysfunctions.

The function of the final evaluation is to evaluate the impact of the programme and to draw lessons from it.

The public tenders for those evaluations will be launched by the PMU following Belgian legislation.

Given this new approach of the scholarship programme, the attaché will be closely involved in the process of the MTR.

Backstopping

The PMU is responsible for assuring the daily quality of all activities. They can be supported by specific backstopping on specific themes (from BTC HQ or via consultancies).

5.5.1.2 Planning and reporting¹⁸

Process	System	Responsibility
Elaboration of the quarterly operational planning	BTC	Joint
Quarterly reporting on planning and implementation	BTC	Joint
Annual report	BTC	Joint
Final report	BTC	Joint

Quarterly operation planning

Every three months, the PMU draws up its operational planning for the current quarter, the coming quarters and the future years. This planning will follow the structure of the logical framework and will serve as a base for the financial planning (see chapter 5.5.2 on financial modalities).

Quarterly reporting on planning and implementation

Every three months the planning will be evaluated and if necessary adapted. A summary report on

¹⁸ Cfr. BTC Q-platform for guidelines and templates.

the progress of all activities will complete this planning. The report will follow the structure of the logical framework. The reports will also serve as an input for the reporting towards the JLCB.

Annual report

An annual progress report (following the BTC template) is drawn up by the national and BTC coordinator of the programme and has to be approved by the JLCB.

Final report

The national and BTC coordinator of the programme will draw up the final report of the intervention (following the BTC template) focusing on lessons learnt.

5.5.2 Financial Management

The BTC system will be used for all financial processes.

Although for the management of the financial planning and the budget management (engagement, judgement of pertinence of expenses) the national coordinator will be asked for his/her contribution and the JLCB will approve those plannings.

5.5.2.1 Bank Accounts and signatures authorities.

From the signature of the Specific Agreement a EUR account (main account) and a local currency account will be opened in a bank. In terms of signature, the double BTC-signature is compulsory.

5.5.2.2 Request for Funds

First transfer

From the notification of implementation agreement between the Belgian State and BTC, a cash call can be submitted to BTC Representation. The requested amount must be in line with the financial needs for the first three months and will follow the BTC internal procedures.

Subsequent transfers

To receive funds, the BTC Coordinator must submit a cash call to BTC Representation at the beginning of the month preceding the next quarter. The Project Direction must sign this cash call.

The amount of the cash call is equal to the needs estimated in treasury for the following quarter with a cash buffer.

BTC transfer of funds is made at the beginning of the quarter.

BTC may also propose a specific financing scheme (instalments or payment on-request).

The transfer of the funds is made based on the following conditions:

- The accounting of the quarter preceding the cash call was transmitted to BTC Representation.
- The updated of the financial planning was transmitted to BTC Representation.
- The amount of the cash call does not exceed the budget balance

If urgent, the project may ask for an anticipated cash call with justification of the needs to be covered.

5.5.2.3 Financial Reporting

Accounting

The accounting of the project must be drawn up and approved monthly according to the BTC procedures. The BTC Coordinator must sign the accounting. The accounting to be sent to the BTC Representation includes:

- An electronic accounting file.
- Bank statements and signed cash statements.
- All supporting documents (originals).

Financial Planning

Every quarter, the project officer together with the BTC coordinator must prepare a financial planning (based on the quarterly operational planning, see chapter 5.5.1.2) for the current quarter and the coming quarters and the future years.

The financial planning must be done in accordance with the BTC procedures and must be sent to the BTC Representation.

Reporting to the JLCB

At each JLCB meetings, the PMU will present the following financial information:

- Budget monitoring reports;
- Updated financial plannings;
- List of the main commitments;
- Bank accounts statements;
- Payment by BTC Headquarters;
- Budget modification proposal if needed;
- Action plan according to audit recommendations.

5.5.2.4 Budget management

The total budget amount cannot be exceeded. If a budget increase is necessary, a justified request for budget increase must be introduced to the Belgian State following the JLCB's approval. If Belgium accepts the request, both parties sign an Exchange of Letter.

The budget of the project indicates the budgetary limits, within which the project must be implemented. The JLCB on the basis of a proposal worked out by the PMU must approve each budget modification.

The possible budgetary modifications are:

- Change of the budget structure;
- Budget reallocation between existing budget lines;
- Use of the reserve.

The management of budget modification must follow the BTC procedures.

The budgetary reserve can only be used for project activities and after approval by the JLCB. Its use must always be accompanied by a budget modification.

The commitments must respect the mandates (refer to signatures authorities). The PMU must ensure a correct and accurate follow-up of the commitments. It is not allowed to make commitments on budget not officially approved.

5.5.2.5 Financial Audit

Project audit

The project must be audited after one year of implementation and during the third year of implementation. The local auditing services framework contract must be used.

The audit will include:

- Verification of the existence and respect of the procedures;
- Verification that the project accounts reflect the reality.

The JLCB may request additional audits if necessary.

The JLCB will ask the BTC Representation to prepare Terms of Reference and select the audit firm. The audit firm must be an independent and certified firm (according to international standards).

The auditor's reports must be presented to the JLCB.

The audit reports will include recommendations and proposal of corrective actions.

The PMU will prepare an action plan to improve the procedures and justify that corrective measures were taken.

BTC Audit

The College of Commissioners will yearly audit BTC accounts. They also audit the projects at that time. BTC Audit Committee can also request that BTC internal auditors audit a project

5.5.2.6 Financial closure

Financial Statement

Six months before the end of the project, the project officer with the BTC coordinator must prepare a financial statement with the Representation according to BTC procedures. BTC must check the financial statement before it is presented to the closing JLCB.

Balances

Unused amounts at the end of the project, and the balance of the financial contribution not send on project bank accounts will fall in cancellation at the end of the project.

Expenses after the end of the Specific Agreement

After the end of the Specific Agreement, no expenditure will be authorized except when linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the JLCB.

5.5.3 Human Resources Management

5.5.3.1 Recruitment and management of the BTC personnel

Process	System	Responsibility
Opening of the vacancies	BTC	BTC
Preselection of CVs	BTC	BTC
Selection	BTC	BTC
Signing the contract	BTC	BTC
Non-objection	BTC	Tanzanian

Installation of personnel	BTC	Joint
Manage (the end of) the contracts	BTC	BTC

BTC personnel (coordinator, project officer, accountant) will be recruited and managed through BTC procedures but with a non-objection from the Tanzanian partner.

5.5.3.2 Recruitment and management of the national coordinator

The national coordinator will be proposed and managed (contract, salary) by the Tanzanian government (PO-PSM) but with an obligatory **agreement from BTC** on the proposed person.

5.5.3.3 Training of the personnel

The PMU disposes of a budget for the training of its personnel. There will be **decided jointly** by the project coordination for whom and for which kind of trainings this budget will be used.

5.5.4 Procurement procedures

Tender shall be managed in accordance with the Belgian Procurement Rules and Procedures. However the Tanzanian partner will be involved as much as possible in the process (ToR, evaluation and selection of the offers).

Process	System	Responsibility
Planning of tenders	BTC	Joint
Elaboration of ToR	BTC	Joint
Quality assurance ¹⁹	BTC	Joint
Publication	BTC	BTC
Evaluation and selection ²⁰	BTC	Joint
Non-objection RR (25.000€ up to 200.000€)	BTC	BTC
Visa local jurist (beginning at 67.000€)	BTC	BTC
Visa BTC Brussels (beginning at 200.000€ at the moment of finalizing the tender)	BTC	BTC
Finalize the tender	BTC	Joint
Signature and notification of the tender	BTC	BTC

¹⁹ Advice on the technical content of ToR for trainings can be sought for through consultancy or in collaboration with technical assistants from other BTC-projects.

²⁰ Technical advice when allocating to the most suited training institute can be sought through consultancy or in collaboration with technical assistants from other BTC-projects.

5.6 Modification of the TFF

The programme described in this Technical and Financial File (TFF) may be modified by the JLCB with the exception of the overall and specific objectives, the overall budget and the project duration which must be approved by the Tanzanian Ministries and DGD and which must be confirmed by Exchange of Letters between the parties.

For the following changes, the prior consultation of the JLCB is required:

- results and their budget
- competences, attributions, composition and tasks of the JLCB
- the mechanisms which approve changes to the TFF
- indicators of results and specific & global objective
- financial modalities

BTC and the Tanzanian partner will inform the Belgian State in the event of such changes.

5.7 Closure of the intervention

Global duration of the specific agreement is 60 months; duration of the implementation of the programme is 36 months.

A final report will be established at the end of the fourth year of implementation. This report will be written by the BTC and Tanzanian coordinator of the programme and has to be approved by the JLCB.

6 Cross cutting themes

6.1 Environment

This programme integrates the environmental aspect by dedicating a complete result to a better management of the natural resources of Tanzania.

The programme will take care to integrate the environmental preoccupations in its daily operation (according to EMAS), in particular at the level of the use of vehicles, paper, etc.

6.2 Gender

The programme will make specific efforts to mainstream gender throughout all its activities. Following points of attention have been put forward in this TFF:

- 50% of scholarships should go to women;
- Concerning potential beneficiary institutions: for civil society organisation, specific attention will be given to women organisations working in both sectors of concentration;
- Other indicators in the logical framework will measure and stimulate the responsible institutions to integrate gender:
 - gender composition of the BI (global objective);
 - gender composition of selected personnel (results 2 and 3);
- More stress has been given to short and local/regional training; this should encourage more women to participate;
- It has been stressed that all layers of the organizations should be envisaged to participate in trainings. Via this measure more women could be targeted and this could give more women a chance to develop within an organization.

7 Annexes

7.1 Logical framework

7.2 Implementation calendar

7.3 Chronogram

7.4 ToR long-term personnel

7.5 Principal elements of agreements

7.6 Needs assessment of Beneficiary institutions: steps to follow and references

7.7 The 37 certified standardized course providers for LGA's

7.8

Financial standards for short- and long-term trainings in Belgium and locally

7.9 Belgian financial standards

7.10 Tanzanian financial standards

7.111 Selection criteria for selections outside the framework of a beneficiary institution

7.1 Logical framework

	Logical of the intervention	Indicators	Sources of verification	Assumptions
GO	<u>Global objective</u> Contribute to the improvement of public service delivery	<ol style="list-style-type: none"> 1. Evolution of gender composition of the organization 2. Rotation of staff 3. Decrease of vacancies 	<ol style="list-style-type: none"> 1. Annual Report of the organization and/or organization charts 2. Data from PO/PSM at central level 3. Data from PO/PSM at central level 	FTE of PO-PSM put at the disposal of the PMU has enough authority on HR-matters
SO	<u>Specific objectives</u> Contribute to the organizational capacity strengthening of the beneficiary institutions	<ol style="list-style-type: none"> 1. Institutions use the acquired competences and knowledge to the benefit of the whole organization 2. Use of training material within the organization 3. Quality of capacity building plans and training plans has improved 4. Individual career plans are more aligned to the general competence management of the organization 	<ol style="list-style-type: none"> 1. Processes and procedures of the organizations 2. Interviews with the organization's management 3. Plans of the organizations 4. OPRAS of the personnel of the organizations and competence management plans 5. Annual reports of the BI 6. Project Mid Term Review 	Leadership of PO-PSM and of the technical ministries concerned on diffusing information on the new scholarship programme
R 1	<u>Result 1</u> Needs for capacity development are identified	<ol style="list-style-type: none"> 1. List of competences to be capacities to be reinforced (not in terms of requested trainings) 2. List of potential qualitative training providers 3. List of training institutes to be reinforced (potential BI) 	<ol style="list-style-type: none"> 1. IOCA reports 2. Study on training providers 3. Annual project report 	

<p>R 2</p>	<p><u>Result 2:</u> Beneficiary institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching</p>	<ol style="list-style-type: none"> 1. The competency management of the BI integrates the followed trainings 2. Acquired knowledge and skills are being transferred towards the organization (internal workshops, train the trainer, etc) 3. The training material used during the training followed is put at the disposal of the BI 4. Percentage of women having participated in trainings (in relation to the gender composition of the organization) 5. Satisfaction degree of the individuals and the BI on the quality of the trainings 6. Motivation of staff having benefited from a scholarship has risen 7. Analysis of the regions of origin of the candidates (in order to follow-up if candidates from remote areas have in fact been given priority) 	<ol style="list-style-type: none"> 1. Competence management plans of the organization 2. Number of workshops, peer learnings, etc that follow the actual trainings 3. Organizations' libraries 4. Reports of the BI on the trainings 5. Individuals' evaluation forms after the training 6. Interviews with the scholars 7. Selection database 8. Quarterly project reports 	<p>BI are proactive with their demands</p> <p>Decentralisation processes continue</p> <p>Good communication with PMO-RALG (HQ in Dodoma)</p> <p>PMO-RALG is transparent on its capacity building strategy</p>
<p>R 3</p>	<p><u>Result 3:</u> Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching</p>	<p>Idem as for Result 2</p>		<p>BI are proactive with their demands</p> <p>MNRT is transparent on its capacity building strategy</p>

R 4	Result 4: Formerly selected scholarships are implemented in various sectors	1. Satisfaction degree of the individuals on the quality of the trainings 2. Success rate		
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	Activities to achieve Result 1	Means
R 1	<u>Result 1</u> Needs for capacity development are identified	75.000 €
A 1.1	A 1.1 Needs assessment within the beneficiary institutions	30.000 €
A 1.2	A 1.2 Quality assessment of known and provided training possibilities related to the demand	30.000 €
A 1.3	A 1.3 Exploration of new qualitative training possibilities related to the demand	15.000 €

	Activities to achieve Result 2	Means
R 2	<u>Result 2</u> Beneficiary Institutions in the sector of Local Governance have reinforced their functioning and performance thanks to trainings and appropriate coaching	900.000 €
A 2.1	A 2.1 Coaching on drawing up the capacity building plans and on the follow-up of training	
A 2.2	A 2.2 Implementation of training according to the demand	

	Activities to achieve Result 3	Means
R 3	<u>Result 3</u> Beneficiary Institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching	900.000 €
A 3.1	A 3.1 Coaching on the drawing up of the capacity building plans and on the follow-up of training	
A 3.2	A 3.2 Implementation of training according to the demand	

	Activities to achieve Result 4	Means
R 4	<u>Result 4</u> Formerly selected scholarships are implemented in various sectors	3.554.183 €

7.2 Implementation calendar

7.2.1 Importance of a preparatory phase

Before the programme can start with the implementation of the scholarships themselves, it will have to take its time to perform a good preparatory phase. This phase will take approximately 3 to 6 months and following activities are part of it:

- Recruitment of the members of the PMU and their installation and training
- Baseline study (see 5.5.1.1)
- Update of the list of beneficiary institutions and formal approval of this list (by the JLCB)

7.2.2 Start of the programme

With the implementation of the 1st Result the programme will have started even without giving formal scholarships:

- Needs assessment of BI (see 3.4.1.1)
- Quality assessment of known trainings and market research for new potential training institutes (see 3.4.12 and 3.4.1.3)

Nevertheless, in complement with the already selected scholarships in 2010, some (evident) scholarships can be put into practice immediately. It will be up to the PMU to define those scholarships.

7.3 Chronogram

Budget Code	Results/activities	Year 1				Year 2	Year 3
		Q1	Q2	Q3	Q4		
A_01	Needs for capacity development are identified						
A_01_01	Needs assessment within the beneficiary institution						
A_01_02	Quality assessment of known and provided training possibilities						
A_01_03	Exploration of new qualitative training possibilities						
A_02	Beneficiary institutions in the sector of Local Government Reform have reinforced their functioning and performance thanks to trainings and appropriate coaching						
A_02_01	Coaching on the elaboration of the capacity building plans and on the follow-up of trainings						
A_02_02	Implementation of trainings						
A_03	Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching						
A_03_01	Coaching on the elaboration of the capacity building plans and on the follow-up of trainings						
A_03_02	Implementation of trainings						
A_04	Formerly selected scholarships are implemented in various sectors						
A_04_01	Implementation of trainings						
GM General Means							
	Recruitment of PMU-personnel						
	Investments (vehicle, computers, office renovation works)						
	Performance of baseline						
	Performance of mid-term evaluation						
	Performance of backstoppings						
	Performance of audits						
	Performance of final evaluation						

7.4 ToR long-term personnel

7.4.1 Introduction

Global tasks of all personnel are to contribute to :

- The identification of new beneficiary institutions (BI);
- Needs assessments of BI;
- Validation of the selection of individuals;
- Planning of trainings;
- Implementation of trainings;
- Return by individuals from newly acquired competences to their organization;
- Implementation of newly acquired competences.

7.4.2 BTC Programme coordinator (F/H) : 42 months

The coordinator of the programme is responsible for the achievement of the results of the logical framework and works under the direct responsibility of the BTC representative. He/she works at the BTC representation and will have to undertake regular field missions.

Result 1: Needs for capacity development are identified

- Propose potential new beneficiary institutions (BI);
- Perform needs assessment of BI through tendering;
- Perform the assessments of training institutes (TI) and coordinate the market research for new TI through tendering.

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

AND

Result 3: Beneficiary institutions in the sector of Natural Resources Management have reinforced their functioning and performance thanks to trainings and appropriate coaching

- Responsible for the elaboration and follow-up of the agreements between BI and the scholarship programme;
- Support the BI with the elaboration and follow-up of the agreements between the BI and its scholar(s);
- Support BI with the elaboration of their training plan (based on the needs assessment);
- Support BI with the definition of specific trainings (elaboration of terms of reference);
- Make sure there is a good balance in gender, region and sectors at the level of the scholarships granted;
- Coordinate the selection (through tendering) of appropriate training institutes, related to the specific demand;
- Coordinate and supervise the contracting of training institutes (including the

evaluation of the trainings provided);

- Coordinate and support the restitution and application of acquired competences within the BI of origin.

Result 4: Formerly selected scholarships are implemented in various sectors

- Coordinate the implementation of formerly selected scholarships.

Planning and Reporting

- Coordinate the quarterly planning and reporting;
- Prepare the annual reports;
- Prepare JLCB documents;
- Secretariat of the JLCB.

Financial Management

- Responsible for a sound administrative and financial management of the programme with respect to the procedures defined in this TFF;
- Budget Management (follow-up of expenses and of remaining budget).

Monitoring and Evaluation

- Prepare ToR for mid-term and final evaluations to be approved by JLCB;
- Prepare ToR for audits to be approved by JLCB;
- Regular follow-up of the indicators of the logical framework to be integrated in the quarterly and annual reporting.

7.4.3 National Programme coordinator (F/H) : 42 months

The national coordinator will have the same tasks as the BTC-coordinator but with an accent on:

Result 1:

All activities

Result 2 and 3:

- Support the BI with the elaboration and follow-up of the agreements between the BI and its scholar(s);
- Support BI with the elaboration of their training plan (based on the needs assessment);
- Support BI with the definition of specific trainings (elaboration of terms of reference);
- Make sure there is a good balance in gender, region and sectors at the level of the scholarships granted;
- Coordinate and support the return on and application of acquired competences within the BI of origin.

7.4.4 Project Officer (F/H) – 42 months

The project officer works under the direct responsibility of the BTC coordinator and will support him/her with:

1. The implementation of the formerly selected scholarships
2. The implementation of the new selections:
 - The procurement procedures for the selection of the training institutes;
 - Planning and follow-up of the training;
 - Logistical and financial implementation of the new (R2 and R3) and already (R4) selected scholarships: planning and follow-up of the training;
 - Evaluation of the training;
 - Implementation of scholarships from other countries (for trainings in Tanzania);
 - With the budgetary management (list of important engagements, update of quarterly operational and financial planning, report on budget execution, etc.).

7.4.5 Accountant (F/H) – 42 months – half time

- Banking & cheque and cash management :
 - prepare, register and keep cheques;
 - prepare staff payroll;
 - ensure all invoices from external parties are paid in due time;
 - attend and record all bank transactions, maintain bank accounts, ensure monthly bank statements and account overviews;
 - final responsibility for the cash management;
 - responsible for sound cash planning and cash withdrawals;
 - up-date fixed asset register;
- Financial Activity reporting;
 - record all project expenses in FIT;
 - produce FIT statements for control by the coordinators;
 - check and control to ensure quality and completeness of justification and supporting accounting documents;
 - ensure accounting and budgeting lines are correct
- Budgeting and Financial planning;
 - elaborates the engagement for each training;
 - reports on budget expenses classed by BI and by (sub)secto
 - follow up the budget balance.

7.5 Principal elements of agreements

In the text below the TFF presents the principal elements that should be taken into account when elaborating the agreements mentioned above. Those elements can be completed by the scholarship programme, the BI or the scholar but have to follow the local and BTC juridical guidelines.

7.5.1 Between scholarship programme and beneficiary institution X

The scholarship programme will:

- Coach and support the BI with its needs assessment and with the drawing up of a training plan;
- Check the eligibility of the proposed individuals by the BI;
- Provide technical expertise to write qualitative ToR for specific trainings;
- Coordinate the practical organization of the training(s) (tendering, drawing up of contracts and negotiations with training institutes; logistical organization, payments to scholars and to TI,...);
- Coach and support the BI with the return on the training by its personnel;
- Monitor the results of the training (evaluations of the training, indicators at the level of the BI,...)

The BI will:

- Respect following **selection criteria** for the submission of individuals to training:

Selection Criteria for Individuals
The candidate commits him/herself to work within the BI for a period of time that is to be defined by the BI
The candidate is supported by his/her superior
The candidate has the necessary competencies and experience to follow the training
The candidate should, through his/her (future) position, be able to contribute to the better functioning of the BI. Candidates from various levels in the BI should be taken into consideration.
For long term academic scholarships (masters, PhD) the candidate has to provide the acceptance of his candidature by a university
Applicants from remote areas will be given priority
Priority should be given to women in order to strive for 50% of female candidates.

Enabling environment:

The BI will:

- Facilitate the restitution of the training within the institution (organisation of workshops, logistical support,...);
- Give the scholar enough opportunities, guidance and authority to apply his/her newly acquired competences within the organisation;
- Collect data and put those at the disposal of the programme (reports, indicators of the logframe, evaluations of trainings, etc.)

7.5.2 Between beneficiary institution X and scholar Y

Duties of the scholar:

- Attend full-time the selected training;
- Accept to transfer the acquired competencies towards his/her organization of origin (via training, via reports,...);
- Put the training material at the disposal of the organisation;
- Remain in the organisation for X-time²¹;
- Fill in an evaluation form on the attended training.

Duties of the BI:

- Facilitate the restitution of the training within the institution (organisation of workshops, logistical support,...);
- Give the scholar enough opportunities, guidance and authority to apply his/her newly acquired competences within the organisation.

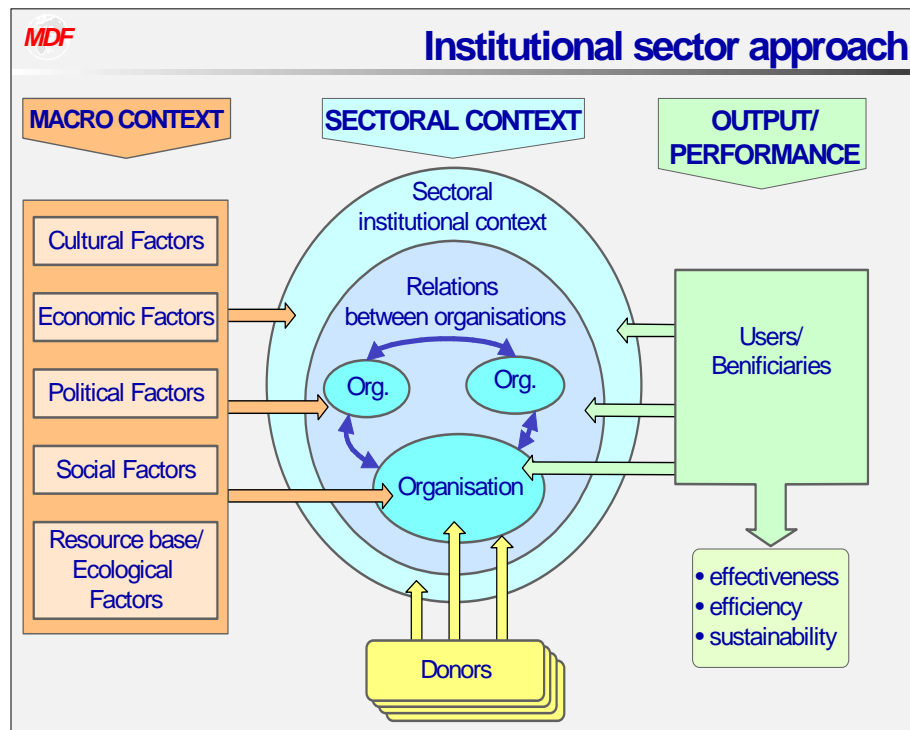
²¹ To be defined by the BI and the scholar.

7.6 Needs assessment of Beneficiary institutions: steps to follow and references

7.6.1 Institutional Analysis

Organisations are continually subject to all kinds of influences of contextual factors. ISA wants to determine in what kind of context a specific BI is operating. This leads to the making up an institutiogramme. In such a scheme we will find:

- other sectoral organizations
- their interrelations
- relations with users/clients
- macro-context (external and internal factors)
- involvement of donors



References:

BTC-note on IOCA (Institutional and Organisational Capacity Analysis), april 2008

MDF (2006) methodology on performing an ISA (Institutional Sector Approach) making up institutiogrammes and performing analysis of the institutional context

7.6.2 Organisational Analysis

7.6.2.1 Analysis of external factors:

- Mission
- Resources (human, logistical, financial)
- Results (products and services)
- Beneficiaries and users

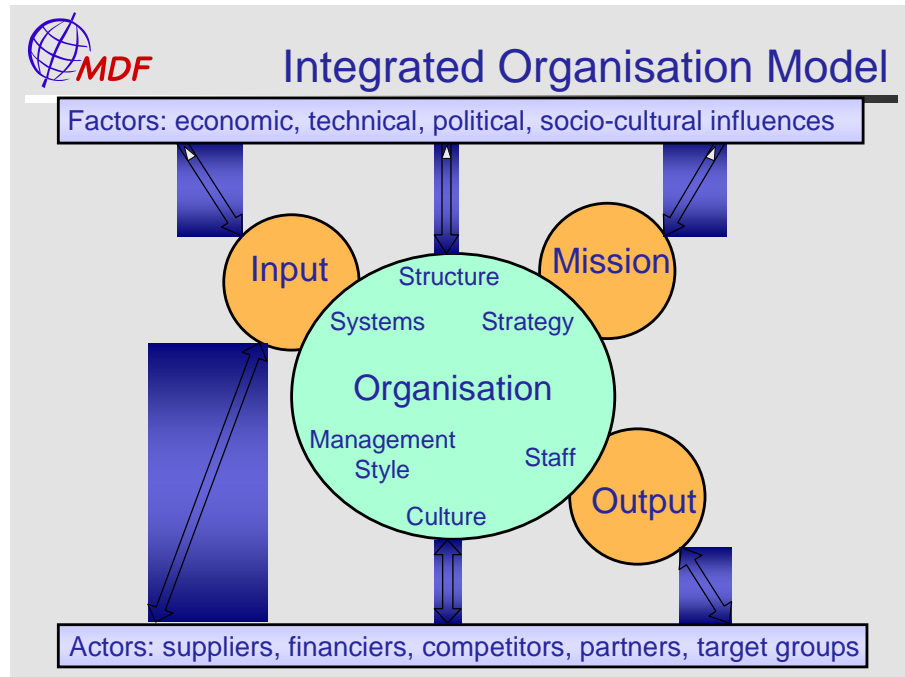
Study the interrelationship between those different external factors to reach a decision on impact, efficacy, efficiency, attitude, pertinence, viability and legitimacy of the organization.

Most of the time this analysis of external elements will give enough information on the organization. This analysis can be done quite quickly and is not very sensitive (Quick Scan).

If needed there can also be an analysis of (some of) the internal elements.

7.6.2.2 Analysis of internal elements

- Organization chart and its actual operation inside the organization (budgets, financing modalities, information flow, internal and external auditing, collaboration between departments, etc);
- Detail on human resources and salaries;
- Details on logistical equipment;
- Working procedures and decision making procedures;
- Communication;
- Style of management;
- Etc.



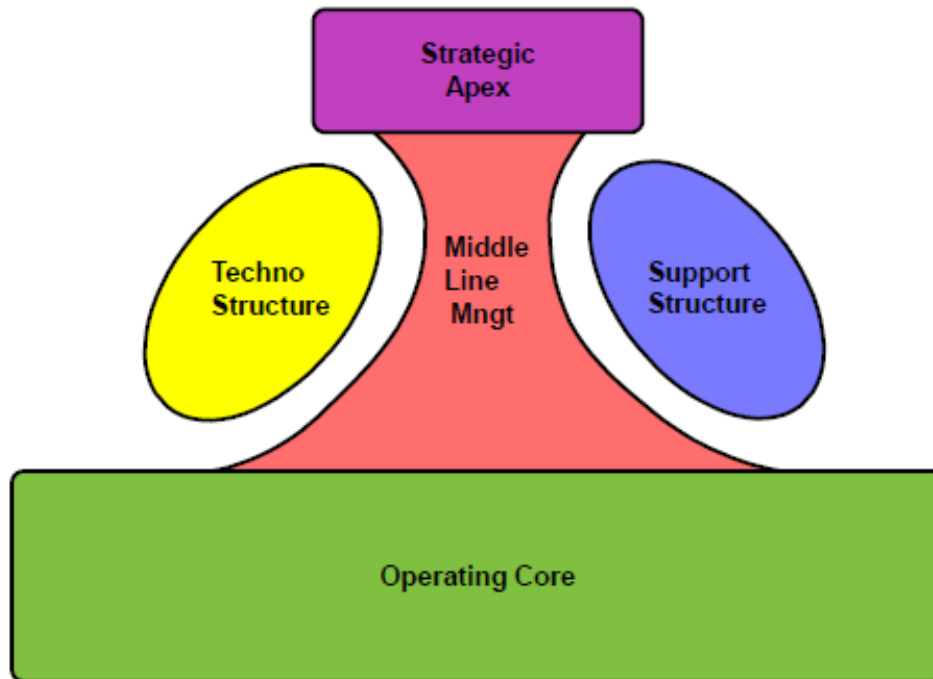
References:

IOM (MDF: 2006)

BTC-note on IOCA (April 2008)

7.6.3 Analysis of the structure of an organization

In the case of capacity development it is interesting to go into more detail on the internal factor of the structure of an organization. This analysis can be based on the Mintzberg matrix.



This analysis helps to recognise the practices of (the management of) the organisation.

It can provide a starting point for an analysis of the efficiency of the organisation, it examines the capacities.

References:

The Structuring of Organisations (Henry Mintzberg: 1979)

MDF syllabus “Analysing Structures” (2004)

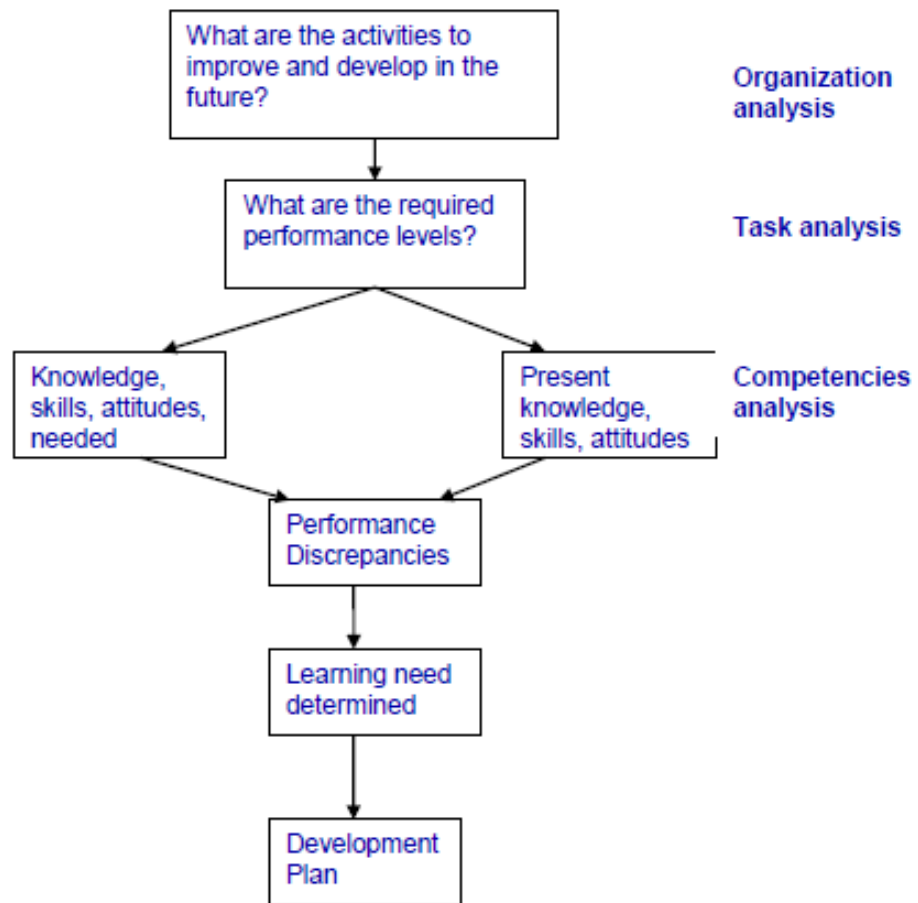
7.6.4 Training Plan

On the basis of the organisational analysis, you will have a better view on:

- the activities of the organisation
- on which of those activities have to be improved and developed

The next step is to discuss with the organization on the required performance levels for a sound and effective implementation of the organisations activities. This means an analysis of the needed competencies.

Once the needed competencies have been identified, the organisation has to define the discrepancies between the needed competencies and the competences actual available within the organization. On the basis of this, learning objectives can be defined and a training plan can be developed.



7.7 The 37 certified standardized course providers for LGA's

The following courses can be provided by the training institutes

(General training, Local Government sector):

- LGA Legislation, Roles and Responsibilities
- Management and Leadership Skills in LGAs
- LGA Budgeting and Budget Management
- LGA Financial Management and Control
- Procurement and Contract Management
- LGA Revenue Mobilisation and O&M Budgeting
- LGA Development Planning and Strategic Planning
- Project Preparation, Investment Appraisal, Safeguards,
- Monitoring and Evaluation
- Data Collection, Information Management & Record Keeping

Table : Training institutes, which qualified for 2005/06 and 2006/07

	Course Provider	1	2	3	4	5	6	7	8	9	10	Total No. of Courses Offered
1.	ESAMI		x	x	x	x		x	x	x	x	8
2.	SAEU	x	x	x	x		x			x		6
3.	E & Y	x	x		x							3
4.	MZUMBE	x	x	x	x	x	x	x	x	x		9
5.	IRDP		x	x				x	x	x	x	6
6.	WorldAHead		x									1
7.	IPS					x						1
8.	IFM		x	x	x		x	x		x	x	7
9.	TPSC		x			x		x			x	4
10.	CCE			x	x	x		x		x	x	6
11.	LEMAC			x	x	x	x	x				5
12.	Intermaecos			x				x				2

13.	MBD Ltd		x	x		x			x			4
14.	CHATER		x	x	x							3
15.	TIA			x	x	x						3
16.	CO-Opedec		x	x	x		x	x		x		6
17.	BICO					x					x	2
18.	Mef									x		1
19.	EASTC										x	1
20.	JPFIRST										x	1
21.	K2 TECHTOP										x	1
22.	TIE									x	x	2
23.	APT - FC	x		x	x	x	x					5
24.	EDC		x	x	x							3
25.	JOE & WIL		x					x		x		3
26.	FAIDA-BDC		x	x	x							3
27.	BFC Ltd.		x	x	x							3
28.	OREFCO			x	x							2
29.	ERC				x		x		x	x		4
30.	DA Ltd.				x	x		x	x	x	x	6
31.	AMPROC					x						1
32.	NCC					x						1
33.	PROMAN					x						1
34.	TRACE							x		x		2
35.	ENV								x		x	2
36.	MUVEK								x	x		2
37.	TURACO										x	1
		4	15	17	17	14	7	12	8	14	13	

7.8 Financial standards for short- and long-term trainings in Belgium and locally

7.8.1 Expenses directly paid to the scholarship recipients

7.8.1.1 Subsistence allowance :

This is an allowance intended to cover subsistence costs, accommodation costs and travel costs of the scholarship recipient as well as any everyday costs, for strictly defined periods of stay.

Studies scholarships in Belgium : This compensation is owed for every full month of attendance; the monthly allowance will be transferred by BTC. It is owed for all school holiday months (maximum two months) and for periods of traineeship or local research that are imposed by the training programme and that do not exceed three months.

If the whole month cannot be taken into account, the amount of the scholarship is as follows: amount of the scholarship divided by 30, and multiplied by the number of days of effective stay in Belgium.

An extension of the scholarship is only possible in 2 specific instances:

1. When the announcement of exam results is postponed,
2. For justified medical reasons.

Traineeship scholarships in Belgium : This is a daily allowance owed in accordance with the number of days set in the traineeship calendar. Accommodation costs are not included in the per diem.

PhD scholarships : This payment is due for stays in Belgium and amounts to a monthly allowance for each full calendar month in the planning of the PhD with a limit of 24 months in Belgium for the whole of the duration of the PhD. In case of an attendance of less than a month, the allowance is set at 1/30th of the monthly allowance per day of attendance.

Local scholarships : This is an allowance calculated on a monthly basis for students and on a daily basis for trainees. It is to cover subsistence costs, accommodation costs and travel costs of the scholarship recipient as well as any other everyday costs, for stays authorised by BTC.

A subsistence allowance will be transferred to the scholarship recipient every month according to the modalities set by every country (standards of the country of training).

E-training scholarships : No allowance is foreseen during the whole training period, except for two situations:

- For trainee periods in the country of origin, under the local scholarship conditions
- For exam periods outside the country of origin, under identical conditions to scholarships for trainees in Belgium or in the training country.

7.8.1.2 Accommodation allowance :

Study scholarships :

This is an additional lump sum paid with the monthly allowance. The amount is to be used towards covering the rent of accommodation.

Traineeship scholarships :

Payment of accommodation varies in accordance with the availability on the market.

7.8.1.3 Family allowance :

Study scholarships in Belgium : This relates to the spouse of the scholarship recipient and his/her children under 18. It is a lump sum and it is linked to the payment of the monthly allowance.

It is paid, whether the family is in Belgium or not (local or Europe), upon presentation of the updated original and legalized marriage (cohabitation) certificate, the birth certificates of all the children of the couple and/or the proof of adoption or of guardianship for these children only that were recognized before the scholarship was granted.

The Belgian embassy and the Ministry of Foreign Affairs of the country concerned must legalize these documents.

Traineeships : Not applicable

PhD scholarships : Not applicable (included in the monthly allowance)

Except for pre-doctoral training

Local scholarships : Not applicable

E-training scholarships : Not applicable

7.8.1.4 Installation allowance :

This is a lump sum bonus paid upon arrival of the scholarship recipient. It is intended to cover the recipient's initial expenses.

Study scholarships in Belgium : Lump sum bonus paid upon first arrival in Belgium.

Traineeships : Not applicable

PhD scholarships : Lump sum bonus paid upon first arrival in Belgium.

In case of a pre-doctoral training programme, the bonus paid upon arrival of the scholarship recipient will no longer be due at the beginning of the PhD.

Local scholarships : Lump sum bonus set by the host country.

If the traineeship organised is all-inclusive (residential type of training): Not applicable

E-training scholarships : Not applicable, except for a traineeship period outside of the city of residence. In that case, the subsistence allowance is calculated to allow appropriate accommodation.

7.8.1.5 School materials allowance :

This is an annual lump sum allowance intended to cover the purchase of school materials (books, courses, small equipment, computer...) necessary for the training.

Study scholarships in Belgium : The allowance is transferred on production of the original registration certificate. It is a lump sum that is paid per academic year.

Traineeships in Belgium : This lump sum allowance is preferably included in the contract, concluded between BTC and the training institution. If it is not the case, a lump sum can be reimbursed to the trainee on production of documentary evidence (letter from the training officer, bills).

PhD scholarships : Not applicable (included in the research/coaching expenses)

Local scholarships :

Traineeships: This allowance is preferably included in the contract of the institution of training. If this is not the case, a lump sum amount may be granted to the trainee.

Studies: The allowance is transferred on production of the original registration certificate. This is done for each academic year. It is not due in the event the training lasts less than an academic year or in the event exams are postponed.

E-training scholarships : Equipment can be taken into account (namely for traineeship periods) though it must be initially planned and included in the training expenses (see below).

7.8.1.6 Expedition expenses of didactic material and expenses for the thesis :

Study scholarships in Belgium and mixed PhDs :

This one-time bonus is paid upon the final return to the country of origin, as compensation for thesis costs and to despatch equipment acquired during the training. The payment of this bonus is subject to production of the ticket for the final return and to sending a copy of the thesis in PDF format. However, in case of pre-doctoral training, this one-time bonus may be paid at the end of pre-doctoral training if the PhD starts with a local period, in which case it will no longer be due at the beginning of the PhD.

Traineeships : Lump sum only for the despatch of equipment bought during the traineeship on the basis of the production of the ticket for the final return.

Local scholarships :

This lump sum line has two parts:

A. Related to the return

Local scholarships and traineeships: This is a one-time lump sum bonus paid at the time of final return to the country of origin. It covers expenses for the despatch of the equipment acquired during the training. The payment of this bonus is subject to production of the ticket for the final return.

B. Related to the final thesis

This is a lump sum depending on whether it is for:

Studies: At the end of the training and on production of 2 copies of the master thesis or a long-term higher education final paper

Traineeship: One-time lump sum bonus on production of 2 copies of the final report of the training period or the traineeship work.

E-training scholarships: Not applicable

7.8.2 Indirect expenses

7.8.2.1 Insurances :

Study scholarships, traineeships and mixed PhDs in Belgium :

Scholarship recipients have civil liability cover, have “assistance” insurance and healthcare insurance for the period(s) of authorized presence in Belgium. A lump sum cost per person/month is charged to DGD. The insurance companies may review this average amount annually. DGD accepts these revisions.

Local scholarships : It is necessary to insure the scholarship recipients against health risks during the training periods outside their country of origin. Certain private insurance companies offer relative cover; civil liability can also be considered if available. By default, a maximum lump sum social surplus should be foreseen.

E-training scholarships : Only obligatory stays in Belgium or in a country of the region are covered.

7.8.2.2 International air travel :

Belgium: This item includes:

- The journey between the nearest international airport of the place of residence of the scholarship recipient/international station in Belgium/Europe/region, airport taxes and the prepaid or mailing costs of the tickets locally.
- In case a stop-over is needed to withdraw the visa for the stay from a Belgian diplomatic post: Lump sum compensation (per diem) to cover hotel costs and stays for 10 days maximum (see standards applicable for local scholarships).
- Any costs paid by the scholarship recipient for the journey in his/her own country between the own place of residence and the international airport. These are reimbursed if these costs can be justified by presenting supporting documents (invoice, ticket). These flights must connect as directly as possible with the international flight, with the exception of any stop-over mentioned above. These journeys are reimbursed under BTC conditions; so, it is possible that BTC buys two round trip ticket for one outbound and one return flight.
- A lump sum amount for the reimbursement of costs made by the scholarship recipient for the issue of visa. This amount includes the legalisation of the documents, the medical exams, expenses for the journeys to the embassy to obtain visa and the return trip to the airport.

7.8.2.3 Locally :

Applicable to regional training or when distance justifies it (size of the country, accessibility...)

This item includes the journey between the international airport closest to the place of residence of the scholarship recipient and the international airport of the country, hotel and visa expenses, airport taxes and the local expenses of prepayment or mailing of tickets.

Moreover, for expenses related to the travel between his or her domicile and the airport, whether for the outward or return journey, a one-time lump sum bonus is paid to the scholarship recipient upon his or her first arrival to the country of training.

In concrete terms, depending on the type of scholarship, recipients are entitled to:

Study scholarships in Belgium :

- 1 outbound and 1 final return ticket

- 1 round trip ticket during school holidays for studies exceeding an academic year on the condition of having passed the first exam session

Or

1 round trip ticket during the studies if practical training or research outside the school holidays in the country is required and justified by the training officer.

Traineeships in Belgium : A round trip ticket for every traineeship period.

PhD scholarships : 4 round trip tickets for the whole duration of the PhD maximum.

Local scholarships : Same as for studies scholarships or traineeships in Belgium, if training is "regional".

E-training scholarships : Depending on the training programme

7.8.2.4 Reception :

Study scholarships and traineeships in Belgium and mixed PhDs

Reception at the international airport/station by qualified staff.

Transit accommodation for late arrivals (afternoon or weekend), coverage of hotel overnight stays previously booked.

Local scholarships: Only in case of "regional" training.

Reception at the international airport by personnel of the Representation or taxi as well as transit accommodation for the first night or weekend of arrival; a lump sum is paid to the scholarship recipient for a maximum of 3 hotel nights (in case of Friday arrival); or if the scholarship recipient must him/herself find accommodation (accommodation not available at training Institution), substitute housing may be paid by the BTC Representation for a maximum of 7 days.

At the scholarship recipient's initial arrival on a weekend or late in the evening, BTC has to foresee a cash advance on the scholarship.

E-training scholarships: Conditions above apply during obligatory stays in Belgium or in countries in the region.

7.8.3 Expenses linked to training

7.8.3.1 Training expenses :

Study scholarships in Belgium : These are expenses directly linked to the training: The annual registration fees for the main courses, costs for specific equipment, exam registration fees and registration for related training session or language classes and study trips required by the programme. The costs are paid directly to the universities upon invoice, or they are reimbursed to the student who has paid the cost upon presentation of a receipt from the university.

Traineeships in Belgium : These are training expenses required by the hosting institutions. BTC invoices DGD on the basis of actual costs.

Note: Preferably, the training contract concluded between BTC and the hosting institution includes the travel expenses, expenses for study trips and reporting expenses mentioned below, as well as obligatory accommodation expenses. However, they can be reimbursed directly to the trainee upon presentation of supporting documents

PhD scholarships : A monthly lump sum will be transferred to the Belgian university and the local university for coaching for the months of attendance as presented in the applicable chronogram (limited to 48 months). A round trip flight ticket per academic year can be reimbursed for travel by the Belgian or local promoter to ensure the good progress of the PhD (limited to 4 trips for the whole of the PhD). Registration fees for the Belgian university are also reimbursed.

Local scholarships : Expenses directly linked to the training often differ for these 2 training categories: study or traineeship period. They must however be considered in a general way and foreseen in the budget initially in order to avoid excessive additional expenses.

- Registration duty or fees per year or by period.
- Exam registration fees.
- Costs inherent to exercises or practical assignments.
- Costs for supplies or specific equipment.
- Costs for travel closely related to the training (traineeship period in the field...).
- In addition, training expenses of a traineeship could also consider:
- Costs for essential school materials (individual tools, syllabus, reference books...).
- Costs for traineeship reports / paper / thesis.
- Others.
- Various administrative costs

E-training scholarships : This covers:

- Registration fees on conditions set by the training institution
- A lump sum bonus calculated according to the training programme (formalized in agreement with the training institution) which among other things covers the printing of documents, access to Internet in a cyber café ...

7.8.3.2 Travelling expenses :

Expenses for regular travel for personal, administrative or training purposes are covered by the monthly subsistence allowance.

Consequently, the following are considered under this item:

Study scholarships Travel linked to a studies programme or inter-university research. Only the reimbursement of season tickets or train passes (such as rail pass) is acceptable upon presentation of the supporting document. Reimbursement on the basis

of the actual costs.

Traineeships: Travel planned in the traineeship programme and justified by the training. Reimbursement on the basis of the actual costs.

PhD scholarships: Not applicable (included in the research expenses).

Local scholarships and traineeships: Travel linked to a studies programme or traineeship that is exceptional and non-recurring. These expenses are preferably included in the programme offered by the training institution (see training expenses)

E-training scholarships: Not applicable

7.8.3.3 Participation to conferences and/or study trips :

This is a compensation that is only owed for stays outside Belgium but within the limits of the European Union.

Studies scholarships in Belgium : Not applicable

Traineeship scholarship in Belgium : Granted only if the study trip is planned in the training programme approved by BTC. This is a one-time lump sum compensation for the duration of the traineeship.

Mixed doctoral programme scholarship : Not applicable (included in the research expenses)

Local scholarships :

This allowance is granted only once a year, with a set maximum.

Studies and traineeships: One-time bonus granted only if the seminar, conference or study trip is planned in the training programme approved by BTC. The reimbursement is directly paid to the institution (if possible).

E-training scholarships: Not applicable

7.8.3.4 Final thesis :

This item is not used anymore but is instead picked up under "Expedition expenses of didactic material and expenses for the final thesis" .

7.8.3.5 Research expenses :

Study scholarships in Belgium : Not applicable

Traineeships in Belgium : Not applicable

PhD scholarships:

Credit line made available to the scholarship recipient for the whole duration of his or her research.

This allowance is to cover the purchase of specific equipment and supplies or other necessary cost for the research that are justified by the promoters, whether in Belgium or in the field (with the exclusion of the subsistence expenses of the scholarship recipient), as well as the travel expenses in Belgium and expenses to participate in conferences/study trips within the European Union.

The research budget must be approved in advance by BTC. If the purchase of equipment is involved, such equipment remains the property, depending on the case, of the Belgian institution or the local institution.

Reimbursement of the scholarship recipient or of the university on the basis of paid invoices or advance to the scholarship recipient on the basis of a pro-forma invoice.

Local scholarships : Not applicable

E-trainee scholarships : Not applicable

7.9 Belgian financial standards

Financial terms Scholarships - Direct bilateral cooperation --- >> BTC

Fees paid directly to the scholars

	STUDIES (BEB)	DOCTORATES (BMX)	TRAINEESHIPS and STUDY TOURS (BSB - BST)
Subsistence allowance 1	1000 €/month	1500 €/month	40€/day
Accommodation up to 1/3 of the meals allowance	200 €/month		Accommodation not included
Personal travelling	800 €/month		
Daily fees			
Subsistence allowance 2			30€/day
Food			For the traineeships in the higher education (universities, colleges or similar)
Personal travelling			When housing is already provided by the training institute
Daily fees			
Family allowance	62 €/month	No applicable	No applicable

<p>Legal husband / wife in Belgium or not.</p> <p>Children < 18 years old in Belgium or not.</p> <p>Documents: - Birth or adoption certificate legalized by the Belgian Embassy and Ministry of Foreign Affairs of the country concerned.</p> <p>- Standard copy of marriage certificate or certificate of family composition or proof of cohabitation for more than 6 months legalized by the Embassy of Belgium.</p>			
Luggages transportation cost - Fees for Thesis, end of training report	250 €	700 €	200 €
Package 1x per scholarship, definitive return			
Installation allowance	550 €	550 €	No applicable
Package 1x per scholarship at the arrival of the scholar			
Fees for Thesis, end of training report	No applicable	No applicable	No applicable

Accomodation allowance	100 €/150 €	No applicable	No applicable
<p>Allowance paid for the accommodation of students: 150 € for Brussels and 100 € for other cities.</p> <p>Allow to compensate the amount of scholarships and specifically the lack of access to the university housing</p>			

Fees related to the training

	STUDIES (BEB)	DOCTORATES (BMX)	TRAINEESHIPS and STUDY TOURS (BSB - BST)
Registration, tuition fees	variable	variable	variable
Registration fee	80€ - 15.000€	80€ - 15.000€	Following the procurement
Registration for examination sessions			
Coaching fees			
Language proficiency courses			
Study tours (BEB)			
Laboratory Fees			
Travelling linked to the training	variable	variable	variable
Interuniversities travelling			
Traineeships included in masters			
Vouchers required: train tickets, season tickets, rail pass. Reimbursement based on actual costs.			

Participation in conferences, seminars,	No applicable	No applicable	300 € max.
Can be provided following the needs of the programme, valid for Europe only.			
School materials	500 €	No applicable	300 € max
Small school material (books, courses, intervention for the purchase of educational materials,...)	Package 1 st academic year : 500 € ; the next academic years : 200 € / Package on presentation of the certificate of registration.		1x per traineeship following the needs of the programme / reimbursed if justificative vouchers
Coaching fees	No applicable	500 €/ month	No applicable
Intervention in the structural fees, coaching of the scholar, covers time and expenses incurred by the unit of the promoter in both North and South + mission costs for the local or Belgian developer.			
Research costs	No applicable	6000 € annual max	No applicable
Operational expenses related to the research and indicated in the financial plan, relating to the specific needs of the research to conduct. Amount paid to the unity of the university / of research who oversees the scholar.			

7.10 Tanzanian financial standards

BSL : Bourse de stage local pour nationaux/ Local short training for national scholarship holders			
Normes maximales applicables à la convention UNI2011/01 : € en euro € in euro : Applicable norms to UNI2011/01 agreement			
COUNTRY OF TRAINING :		TANZANIA	
TYPE DE/OF PRESTATION	NORM(E)	FREQUENCE	DESCRIPTION
607101: Avance récupérable Refundable advances	Non applicable	non applicable	Ce poste ne doit pas être considéré pour l'élaboration du budget. Il ne sert que pour des avances et doit être égal à zéro en fin de bourse.
607102: Prime accueil/retour Fees for reception/departure	Non applicable	non applicable	Se retrouve dans prime de 100€ dans transport international.
607103: Déplacement interne hors formation Intern travelling expenses out of training	Non applicable	non applicable	
607104: Allocation de subsistance Subsistence allowance	40	quotidien	Indemnité destinée à couvrir les frais de subsistance, de restauration et de déplacement du boursier.
607105: Assurances/ prime médicale Insurances / medical capitation fee	variable	unique	350 par an. Pour une petite période des négociations doivent être faites.
607106: Allocation familiale Family allowance	Non applicable	non applicable	
607107: Matériel didactique School materials allowance	Non applicable	non applicable	
607108: Envoi bagages Luggages transportation cost	Non applicable	non applicable	
607109: Participation congrès, séminaires Participation in conferences, seminars	Non applicable	non applicable	
607110: Frais d'inscription, de formation Registration, tuition fees	variable	unique	Frais de formation prévus dans le programme par l'institution et comprend également l'hébergement (Fixé par institution)
607111: Prime d'installation Installation allowance	Non applicable	non applicable	
607112: Logement Accomodation	Non applicable	non applicable	Pris en considération dans frais de formation. Le paiement des frais de formation dans le cadre des stages comprend également l'hébergement.
607113: Transport international International air travel	variable	unique	Selon itinéraire. Prévoir également pour frais liés aux transports entre son domicile et l'aéroport, que se soit pour l'aller ou le retour, une prime forfaitaire unique de 100 € est payée au boursier à sa première arrivée au pays de formation.
607114: Thèse, mémoire, rapport de stage Thesis, end of training report	Non applicable	non applicable	
607116: Equipement exceptionnel Exceptional equipment	Non applicable	non applicable	
607118: Divers et imprévus Miscellaneous	Non applicable	non applicable	

**BEL : Bourse d'études locales pour étudiants nationaux /
Local scholarship for national students**

Normes maximales applicables à la convention UNI2011/01 : € en euro
€ in euro : Applicable norms to UNI2011/01 agreement

COUNTRY OF TRAINING : TANZANIA

TYPE DE/OF PRESTATION	NORM(E)	FREQUENCE	DESCRIPTION
607101: Avance récupérable Refundable advances			Ce poste ne doit pas être considéré pour l'élaboration du budget. Il ne sert que pour des avances et doit être égal à zéro en fin de bourse.
607102: Prime accueil/retour Fees for reception/departure	non applicable	non applicable	Se retrouve dans prime de 100€ dans transport international.
607103: Déplacement interne hors formation Intern travelling expenses out of training	Variable	annual	Remboursement sur base des frais réels
607104: Allocation de subsistance Subsistence allowance	450	mensuel	Indemnité destinée à couvrir les frais de subsistance, de logement et de déplacement du boursier.
607105: Assurances/ prime médicale Insurances / medical capitation fee	350	annuel	En moyenne 350 Euro par an. Les services sont offerts par des compagnies d'assurance privées. (contrat CTB)
607106: Allocation familiale Family allowance	non applicable	non applicable	
607107: Matériel didactique School materials allowance	500	annuel	Montant destiné à couvrir l'achat de matériel didactique: livres, cours, petit matériel.
607108: Envoi bagages Luggages transportation cost	2050	unique	200€ pour le transport et 1850€ pour le financement des activités liées à la dissertation et son édition.
607109: Participation congrès, séminaires Participation in conferences, seminars	Variable	annuel	Normalement prévu dans frais de formation/ Sinon financement basé sur proposition université
607110: Frais d'inscription, de formation Registration, tuition fees	Variable + 1000	annuel	Frais de formation prévu dans le programme par l'institution organisatrice (fixé par université). A ajouter uniquement pour les étudiants en Medecine: 1000€ destiné à l'achat d'équipements médicaux indispensables aux études.
607111: Prime d'installation Installation allowance	Non applicable	non applicable	
607112: Logement Accomodation	Non applicable	non applicable	Allocation de subsistance couvre également les frais d'hébergement (inclus dans allocation subsistance)
607113: Transport international International air travel	Non applicable	non applicable	
607114: Thèse, mémoire, rapport de stage Thesis, end of training report	Non applicable	non applicable	
607116: Equipement exceptionnel Exceptional equipment	Non applicable	non applicable	Ligne utilisée uniquement pour les BMX : non applicable
607118: Divers et imprévus Miscellaneous	300	annual	Pour les imprévus

7.11 Selection criteria for selections outside the framework of a beneficiary institution

For selections decided outside the framework of a beneficiary institution, the following general principles and specific criteria must be applied strictly.

Other, more explicit criteria with regard to the realities of the partner country can be defined in the TFF.

7.11.1 General Principles

Scholarships are only granted to candidates who do not have sufficient personal funds to pay for the costs of the training.

Gender parity is strictly respected when awarding scholarships.

7.11.2 Specific criteria depending on the scholarship type

7.11.2.1 Important observation:

The prerequisites (level of training and professional experience) are two main admission criteria for the type of training desired. Based on its own criteria, a training institution (TI) may decide to reject or accept a candidate. In case of rejection, the candidate scholarship recipient is denied the possibility of a scholarship.

Studies Scholarships

- Candidate aged 35 years maximum.
- Two years of useful experience after last obtention of a second cycle studies degree.
- The training required must relate with the studies and/or the professional experience of the candidate (minimum two years).
- Proof of eligibility (or advance registration) for the course asked for or, by default, compile an ad hoc file. In such a case, evidence of admission will be a determining criterion afterwards to confirm definitive selection.

Traineeships (and participation to seminars, colloquies, study tours, ...)

- The training requested must suit the professional experience of the candidate and his/her current function.
- The duration of the training depends on the programme and may not exceed six months.
- The detailed and specific content of the training desired is supplied.

Mixed doctoral programme scholarships

- Candidate aged 40 years maximum.
- Candidate comes from a non-university IB (research centre or others)
- Hold at least a masters degree obtained with distinction

- Provide proof of the years of professional experience (at least two years in the field of research)
- Provide a detailed programme:
 - Definition of the topic of research.
 - Identification of the promoters: local and Belgian (or European).

E-training scholarships

7.11.2.2 Preliminary remarks about access :

E-training requires access to the Internet. That is why the candidate scholarship recipient must already have such access to a connection, either through his or her job, or privately.

If the conditions to access the Internet cannot be met satisfactorily (capacity too low, no cyber café available...), another type of training must be chosen.

A scholarship may be granted for two types of long-distance training:

- University courses leading to qualification and recognized by an accredited university.
- A certified technical or professional advanced course.

The following initial information must be made available:

- A recommended model chronogramme, detailing the "normal" training period;
- The possibility or not of a traineeship (obligatory or not);
- The rhythm and form of the pedagogical follow-up ;
- The planning of the exams and how they are organised (presence of student required, control through the Internet...).

7.11.3 Implementation standards of the scholarship

7.11.3.1 Duration of the scholarship

Study scholarships : Stay of more than 6 months.

Traineeships : Stay of 6 months maximum.

For traineeships of more than 6 months, the financial standards binding the Study scholarships are applicable

PhD scholarships : 4 academic years maximum of which maximum 24 months of scholarship in Belgium are taken into account.

Local scholarships :

Traineeship: Stay of 6 months maximum.

Studies: Stay of more than 6 months.

The beginning

The scholarship begins upon the arrival of the scholarship recipient in Belgium; that is, the month of arrival for the students and the day of arrival for the trainees and PhD students.

Study scholarships :

The scholarship begins at most 15 days before the start of the training.

Trainee scholarships :

The scholarship begins at most 15 days before the start of the training.

PhD scholarships :

The beginning of the scholarship is determined by the exact date of arrival for the first stay in Belgium.

Local scholarships :

Traineeships: The scholarship begins on the day of arrival of the scholarship recipient in his/her country of training

Studies: The scholarship begins upon the effective arrival of the scholarship recipient, taking into account the whole month of the arrival.

7.11.3.2 The end

Study scholarships :

The duration of a study scholarship must correspond with the duration of the training and the dates of the examination sessions. In practice, the end of a study scholarship will be on 31 August in case of successful conclusion during the first exam session and on 15 September in case a second exam session is needed.

Trainee scholarships : The scholarship comes to an end the week that follows the end of the training period.

PhD scholarships :

The scholarship comes to an end 48 calendar months after the first training month. A pre-doctoral training may not last more than one academic year, adding up to 60 months for the pre-doctoral training and the PhD combined.

Local scholarships :

Traineeships: The scholarship comes to an end at the latest the week that follows the end of the training period.

Studies: The scholarship comes to an end at the end of the training (if the scholarship recipient is effectively present) with only the last month started being taken into account.

The scholarship recipients must complete the studies within the deadlines initially set. Except for obvious medical reasons, there is no way a stay can be extended.