

PRESIDENT OFFICE
PUBLIC SERVICE MANAGEMENT
INSTITUTIONAL CAPACITY DEVELOPMENT THROUGH SCHOLARSHIP GRANTS
IDENTIFICATION

1. Context and justification

The previous IDCP (2003-2009) has funded annually local and regional scholarships and also scholarships tenable in Belgium. The requests for scholarships were essentially on individual basis and the nature of studies to be pursued was predetermined by the profession and the field of work of the applicant. Sectors of cooperation were given priority.

The new IDCP 2010-2013 is the result of a policy dialogue on development cooperation between the Tanzanian and the Belgian Governments, taking into account policies and needs of both governments, as well as the division of labor between the development partners and the DPG architecture.

As a result, it has been decided to concentrate Belgian bilateral direct Development Cooperation on two main sectors:

- 1-Natural Resources Management and ,
- 2-Local Government Reform.

Given the importance of governance for sustainable development and aid efficiency, the strengthening of institutions in sectors of concentration is the core objective of the IDCP and hence of the new scholarships project, which is going to be a 4 years project with an identification & an formulation phase.

Consequently, in the new scholarship project, the approach is not anymore an individual approach. The aim is to create more impact through a real reinforcement of the HR in the two sectors of concentration at the national, regional & local levels and, in others sectors selected. The project will look for complementarily trainings in order to reinforce all the framework of the HR at the local level in selected intervention areas

In order to get synergies through a global approach within the two sectors and with the other Belgian activities in Tanzania (implemented by indirect actors & multilateral institutions), the project will concentrate on predefined geographical areas, namely in five regions. If needs arise in other areas or other levels, this can be included and decided by the JLPC. The regions foreseen are:

- 1- In Kigoma region potential synergies exist with Beekeeping project, IGA.

2-In Kagera region, potential synergies exist with Banana Cropping and Commercialization project, IGA.

3- In Coastal region potential synergies exist with IGA, Beekeeping project.

4-In Arusha region potential synergies can be found with local associations supported by Belgian NGOs

5-In Morogoro region where potential synergies will be sought with the wetland management project in Kilombero. and Ulanga

Within each of the geographical areas of concentration, the new project foresees the operational and organizational capacity building of institutions in charge of sectors of concentration for minimum 50% of the budget and others selected sectors – looking for synergy & complementarity.

The candidates that are working within the two focus sectors and who are based (have their working station) in these regions are illegible for the selection but only if they adhere to a number of minimum criteria that will be defined in the formulation phase.

The criteria will include (at least, but not only) the following:

- Applicants are working in an institution that is located in the geographical area of the key sector defined by ICP 2010-2013
- Applications must meet the needs expressed by beneficiary institutions (BI) identified within the project.
- Working experience of at least 2 years
- Application which not in line with Mkukuta will not be considered
- Applications whereby there is no direct link between profession working experience and requested project will not be considered.
- Applicants with more working experience who meet the key criteria described here above will be given priority
- Applicants from remote areas will be given priority

The needs for Capacity Development support in the selected sectors might be identified at national level and therefore outside these proposed intervention areas. In that case, the JLPC will consider the request and evaluate it in light of added value to the whole subsector. If so, selected candidates should have, through their work, a direct impact on local structures.

The cooperation programme wants to contribute fully to the implementation of the Tanzanian Poverty Eradication Action Plan (MKUKUTA 1) and its successor (MKUKUTA 2). This second plan is not yet fully developed but Local Government Reform & NRM will remain critical issues. It also wants to contribute to the attainment of the Millennium Development Goals to which both countries subscribed.

The project takes also into account the following documents:

- The Belgian law on international cooperation of 25th May 1999;

- The General Agreement on Direct Bilateral Cooperation between the Kingdom of Belgium and the United Republic of Tanzania, signed in Dar Es Salaam on 16 of October 2002;
- The Paris Declaration on Aid Effectiveness (2005);
- The Accra Agenda for Action (2008);
- The Rome Declaration on Harmonization and Alignment (2003);
- The EU Code of Conduct on Complementarities and Division of Labour in Development Policy.

The MoU concerning the Joint Assistance Strategy for Tanzania (JAST) between the Government of Tanzania and its Development Partners, to which Belgium adhered on November 2006, will guide the planning and implementation of this project. The Tanzanian Joint Assistance Strategy is a natural step to further enhance donor harmonization. It encourages JAST-members to become increasingly selective and complementary in their programming, with each concentrating its efforts in line with its comparative advantages.

This project will not take into consideration individual scholarship requests.

2. Partner institutions

At the national level, the Public Service Management of the President Office has been appointed for the planning and implementation of this project.

The Joint Local Partner Committee (JLPC) will be the organ in charge of the implementation of this project. It will be chaired by the representative of the President's Office Public Service Management and will have as members:

- a representative of the Ministry of Natural Resources Management
- a representative of PMO-RALG (Local Government Reform Program)
- a representative of the Ministry of Finance and Economic affairs
- a representative of the Belgian Technical Cooperation.

As foreseen in the IDCP, this JLPC will assess the formulation report. The Attache of Development Cooperation at the Embassy of Belgium will participate in the JLPC to assess the identification and formulation reports and in one meeting to give go ahead to start the project.

The JLPC meetings will be held twice a year.

3. Objective of the intervention

Overall objective: « To contribute to the institutional capacity development of Tanzania».

Specific Objective: «"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."

4. Location and target groups

The scholarship program will target employees and persons of public and non-public institutions, identified based on the capacity requirements of these institutions within the sectors of concentration of the IDCP, including the transversal themes.

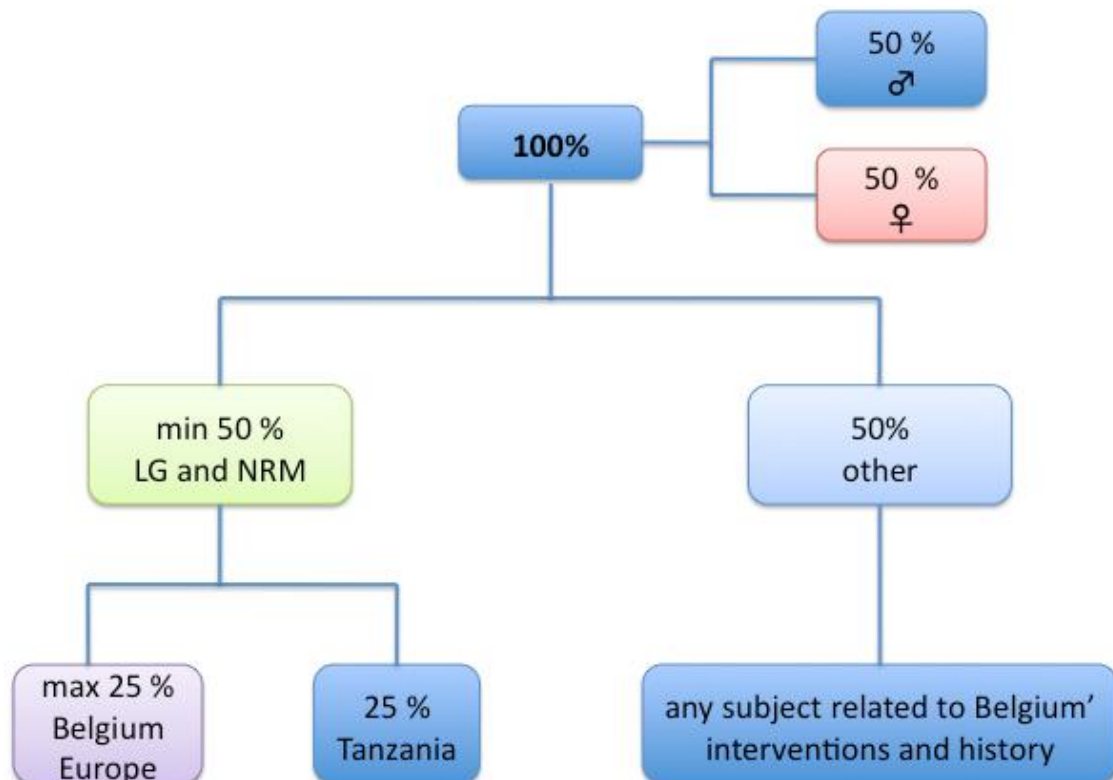
The trained staff will return to their institutions upon completion of their requested trainings.

4.1. Sectors and Transversal themes

The IDCP in chapter 7.4.2. indicates the following:

"While emphasis will be given in the new program to provide at least 50% of the scholarships to the Local Government Reform and Natural resources Management sectors, the identification and formulation will define the needs and modalities (including the role of Belgium Universities). In order to strengthen the human capacities in these two priority sectors, a maximum of 25% of the corresponding envelope for scholarships in the above mentioned sectors could be used for studies in Belgium and other European Countries. The remaining 50% will be allocated to the other priority sectors decided upon during the formulation. While civil servants will be the main beneficiaries, candidates from civil society and the private sector will also benefit.

At least 50% of the scholarships will be allocated to girls and women. Promotion of candidates from upcountry will be actively pursued."



The division between the two key sectors and the others, will be further analyzed with regards to the expressed needs at the stage of formulation.

While analyzing the needs, priority will be given to trainings available in Tanzania.

4.1.1. General:

Although orientations regarding the type of trainings (duration) are mentioned hereunder for certain sectors, the final choice will be made later with regards to the identified needs of the beneficiary institutions.

In line with the IDCP text, the following two sectors have been proposed as the main sectors to be approved by the formulation mission.:

- Natural Resource Management
- Local Government Reform

These two sectors will be strengthened at different levels (national, regional, local) for specific sub sectors (see 4.1.1.1 to 4.1.1.2) within the identified intervention areas.

Specific gaps (4.1.1.3) within "Other sectors" have been identified. Filling up these gaps will create added value within the following sectors:

- Health (niches)
- Education
- Agriculture
- Transport & infrastructure (port and railway management) – synergies with the EAC level.

4.1.1.1. Natural Resource Management: preferably Masters and tailor made programs

Within Natural Resources Management the following needs have been identified for further strengthening to be approved by the formulation mission:

- Tourism Management
- Forestry and Beekeeping.
- Wildlife Management
- Natural Resources Management (including wetland management).
- Policy formulation and implementation.
- Human Resources Management.

4.1.1.2. Local Government Reform:

Within Local government Reform the following needs have been identified for further strengthening to be approved by the formulation mission:

- Financial management, especially regarding revenue collection
- Policy, Planning and M&E: different degrees for different levels

- Good Governance, especially courses on detection of corruption
- LG Management: Masters or full time MBAs

For the “the other sectors” the following gaps have been identified (in order of importance):

4.1.1.3. Health: specialisations in the field of: (To be further developed with the Ministry of Health):

- Medical engineering
- DNA
- Neuron surgeon

4.1.1.4. Education for primary schools (related to transversal theme of children’s right)

- Curriculum development for specialised education
- Science education

4.1.1.5. Agriculture:

- Horticulture (related to transversal theme of social economy)

4.1.2. Specific:

In the case of Tanzania only the support to Port and Railway Management seems to apply to this category. In due time more suggestions may be considered.

4.1.3. Transversal themes:

Specific attention will be drawn on transversal themes within the intervention area of each sector concerned.

4.1.4.

1. Gender

With regards to commitments made during the IDCP 2010-2013, 50% of scholarships will be allocated to women/girls.

The Gender commitment should be integrated into the project formulation process.

For the needs of the beneficiary institutions, focus will be on the respect of gender commitments.

Within the JLPC, a focal point will be appointed to assure that gender aspect is given due consideration.

2. Sustainable management of environment

The project will fund trainings of targeted groups as defined in point 4.1.1. in the management of sustainable environment.

3. Social economy

Agriculture is the main source of subsistence and income for 80% of the population in Tanzania. Horticulture is providing income as well as food crops that will fight malnutrition as well as bad health in general.

4. Children's Rights

Since Primary Education is "inclusive" since 2009, special attention is needed for specialized education for children with disabilities within the normal school system. Therefore, teachers need to be upgraded and the curricula need to be adapted for these children, which taken into account under "other priority sectors".

5. HIV/AIDS

This cross cutting theme is being addressed by many organizations in Tanzania, and therefore it will be considered based on the local needs.

o **Intervention zones.**

The intervention zones are those defined in the IDCP 2010-2013 for each of the sector of concentration, namely:

Regions: Kigoma, Kagera, Coastal, Morogoro and Arusha

As indicated earlier, it is possible to allocate scholarships to sector specific staff at national level outside these identified intervention areas provided that it is responding to the needs and it is in the interest of the capacity development of the sector or a selected IB.

4.3. Identification of potential institutions benefiting

Bodies and institutions to benefit will be defined in the formulation process; they will comprise the following:

- For Natural Resources Management: Central, Regional. Local and park institutions (especially Selous and Udzungwa National Parks). Regarding the wetland management: in particular also the two sub offices of the River Basin Offices of the Rufiji and Wami.
- For Local Government Reform: mainly Local Government Authorities in the identified regions and districts, especially the management teams of the councils. In order to manage and support the lower levels also staff at national and regional level dealing with the identified subsectors could be strengthened.
- For Other sectors: the appropriate Universities, Research Institutes, Training and Higher Learning Institutions for the identified sub sectors.
- Non-state institutions involved in the implementation of the IDCP: mainly NGOs and recognized local associations that are related to Belgium support interventions.

5. Correlation of the program with the Poverty Reduction Strategy Paper (PRSP) and the Millenium Development Goals(MDGs)

The scholarship project is directly linked to the accomplishment of the Millenium Development Goals. It will contribute in particular to the poverty alleviation, gender equality and to the empowerment of women (especially by their training) and to maintain the sustainability of the environment (MDGs).

In Tanzania the PRSP and the MDGs are translated into Mkukuta I and II. The Mkukuta I has been recently reviewed, of which the lessons learned will serve as a basis for the Mkukuta II, which is currently being formulated.

The two main sectors have direct links to the cluster objectives of Mkukuta I.

- Natural Resources Management contributes to the economic development, which falls under cluster 3 of the Mkukuta.
- Local Government Reform falls under cluster 2, which addresses good governance and accountability.
- The health and education sectors relate to cluster 1, which addresses social services.
- The agriculture sector is more related to cluster 3 as well.

6. Synergy and coherence with other bilateral and multilateral donors and with the European Union and the agenda for national harmonization and alignment

The multilateral donors and the European Union underscore capacity building as a means to spearhead and sustain development. The IDCP has as a key factor harmonization and alignment of support to countries recipient of Belgian support. The program is in line with international efforts and perspectives to development, which places capacity building as a central activity

The JAST in Tanzania is providing for the coordination between Donors and for the Division of Labor amongst the sectors. The IDCP has been formulated in that spirit and therefore the chosen sectors are in line with the principle of complementarity and synergy.

7. Expected contribution of Belgium

Duration of the intervention: 4 years (In order to get an impact, a longer term should be foreseen – 10/12 years).

Duration of the Specific Agreement: 60 months

Belgium will contribute 6 million Euros for the period of the IDCP 2010-2013.

Belgian state management is to be preferred in order to ensure the availability of the funds required for the scholars and the training institutions (local, regional and Belgian scholarships).

The Belgian contribution will honor all engagements for all students selected before the new IDCP.

Rough estimates of the budget allocation for 4 years

Category	Sector	Intervention zone	Amount
Scholarships			4,000,000
	NRM	Minimal 50%	1,000,000
	LG		1,000,000
	Other	Maximal 50%	2,000,000
Project implementation			500,000
Commitments			1,500,000
Total			6,000,000

The feasibility of the budget allocation here above will be further analyzed and possibly modified at the formulation stage

8. Sustainability of the project

The project objective is expected to be achieved and its benefits sustained for good governance and better management of Natural Resources in Tanzania. Capacity enhancement within institutions will create a better avenue of improvement in practices and their sustainability. In addition the Project is a catalyst to local administrative institutions to give adequate emphasis to capacity building.

It is hard to expect measurable impact of the scholarship project in 4 years time. By the time that the students have finished their scholarship, they will just be returning back to work. However, since the IDCP is formulated in the longer-term spirit of looking forward for 12 years, it is expected that this project will continue likewise. In order to follow progress of the possible impact of the project, it needs to build-in a Monitoring and Evaluation mechanisms into the formulation of the project.

By fully embedding the project within the government structures and initiatives the results will fully benefit the Tanzanian institutions within the country. Since most of the PhD students are selected from the Universities or higher learning institutions, it is expected that the acquired capacity of the organization will be sustainable and will have a multiply effect.

Annex 1

Budget estimates for ongoing scholarships (selection made before the new IDCP)

<u>Budget estimate for continuation of the programmes (selections made before the new IDCP)</u>					
Type/ Budgets	2010	2011	2012	2013	Total IDCP
Master scholarships in Belgium	120,000.00	0.00	0.00	0.00	120,000.00
Mixed PhD	138,000.00	126,000.00	108,000.00	0.00	372,000.00
Short courses in Belgium	0.00	0.00	0.00	0.00	0.00
Local scholarships	773,285.00	197,865.00	28,330.00	10,060.00	1,009,540.00
Totals	1,031,285.00	323,865.00	136,330.00	10,060.00	1,501,540.00