

CTB



REPÚBLICA DE MOÇAMBIQUE
MINISTÉRIO DA ECONOMIA E FINANÇAS

ANNUAL REPORT- STUDY AND EXPERTISE FUND 2015

INTERVENTION MOZ1302611

5

2015

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Acronyms

<List all acronyms used in the report (alphabetically; see examples below)>

BTC	Belgian Development Agency
IEC	Information/Education & Communication
JLCB	Joint Local Consultative Body
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finances
MPD	Ministry of Planning and Development

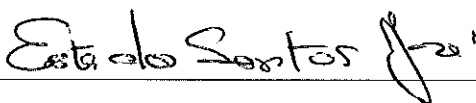
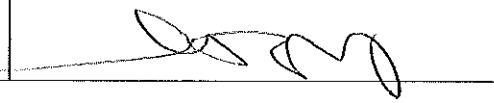
1 Intervention at a glance

1.1 Intervention form

Intervention name	Study and Expertise Fund
Intervention Code	MOZ1302611
Location	Maputo- Mozambique
Budget	3.000.000 EUR - with an initial allocation of 750.000 EUR
Partner Institution	Ministry of Economy & Finances – which replaces the former MPD – Ministry for Planning and Development
Date of Specific Agreement	12 th Dec 2014 – only started in March 2014 due to institutional changes
End date Specific Agreement	12 th Dec 2020
Objective	Contributing to capacity Development of Mozambican institutions in the sectors of Agriculture/Food Security, Energy for Rural development and Health

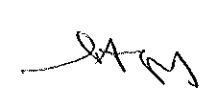
1.2 Budget execution

Total Budget	Expenditure year N	Balance	Total Disbursement rate
750.000 EUR	31.851	718.149	4%

National execution official ¹ Dra. Ester Santos	BTC execution official ² Mamunune Nordine Agy
	

¹ Name and Signature

² Name and Signature

2 Context

2.1 General context

Mozambique had general/presidential elections in 2014 and therefore a new Government was created in the beginning of 2015, which resulted in some structural/ Institutional changes within the Mozambican Government, particularly the merging of the former Ministry of Planning and Development (MPD) with the Ministry of Finances into the Ministry of Economy and Finances . This change made it extremely difficult to start the activities of the Fund in 2015 as planned at the beginning of last year.

After several meetings and clarifications the project was anchored in June 2015 at the National Directorate for Investments and Cooperation and therefore its Deputy Director Mrs. Ester dos Santos Jose was designated as the Coordinator of the Fund. In December 2015 Mr Domingos Lambo The Permanent Secretary of the Ministry of Economy and Finances informed BTC through an official letter (n°007/SP/MEF/2015) from 29th December that the Fund will be anchored at the National Directorate of Economic and Financial Studies and therefore the head of this National Directorate will be the Fund Coordinator.

Due to the above mentioned changes it was not possible to approve and implement the workplan as scheduled. Nevertheless, the project Manager recruited by BTC managed to elaborate the project Procedures Manual and a Template for the submissions of proposals/requests for funding. He also produced a project Flyer, which are now in the process of distribution and dissemination under the coordination of the newly appointed Fund Coordinator.

A steering committee meeting took place in June 2015 and approved 1 study referring the update and improvement of the ODA MOZ data base. The meeting also assessed a proposal from the Revenue Authority regarding a study to evaluate the impact of IEC activities regarding Taxes collection/payment. This proposal was however not approved because the JLCB members found it not very clear and also very expensive. Therefore the JLCB meeting recommended the Coordination team to seek for further clarifications from the beneficiary.



2.2 Management context: execution modalities

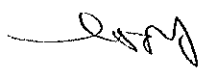
The project execution modality is Regis as upon agreed with the partner and this seems to be the most appropriate modality.

Based on the problems faced by the Ministry in anchoring the project coordination as above-mentioned would have seriously affected its financial management..

2.3 Harmo-context

The fact that the formulation of this project took place just before the general/Presidential elections and that the formulation team assumed that the government structure would remain the same has resulted in a selection of a partner, who does no longer exist (MPD). This has forced the government to make last minute arrangements in order to accommodate/anchor the project within the newly created Ministry for Economy and Finances. Those changes have of course affected the ownership of the project by the government officials who are currently in charge of its implementation.

On the other hand, the above-mentioned changes have forced BTC to spend lots of energy and time explaining again and again to the new officials what is the Fund and how it must be operated, this resulting in further delays in the start / implementation of the intervention.



3 Analysis of progress made

3.1 Studies

3.1.1 Progress of studies

Progress of studies ³	A	B	C	D	Comments (only if the value is C or D)
1 ODA MOZ – Database (supply of Hardware, Software & training)		X			
2 AT- Autoridade Tributaria (evaluation of IEC Activities referring the Taxes Collection)			X		Pending clarification and budget revision/reduction
3 SETSAN – Reduction of Food Insecurity in 4 provinces/		X			To be assessed/approved in the next JLCB meeting
4 Ministry for Gender/ Children and Social Affairs		X			To be assessed/approved in the next JLCB meeting
5 RERD Project –FUNAE				X	Expression of interest - proposal not yet presented
6 MISAU DAF				X	Expression of interest - proposal not yet presented
7 DPS Tele				X	Expression of interest
8 MISAU HR				X	Expression of interest

3.1.2 Analysis of studies completed

No Study has been completed

Title of study:	
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	
<i>Have the studies been used as intended?</i>	
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	

³ A: Ahead of schedule
 B: On schedule
 C: Delayed, corrective measures are required.
 D: Seriously delayed (more than 6 months). Substantial corrective measures are required.

3.2 Expertise

3.2.1 Progress of expertise

Not yet applicable

Progress of expertise ⁴	A	B	C	D	Comments (only if the value is C or D)
1					
2					
3					
4					
5					

3.2.2 Analysis of expertise

Not yet applicable

Title of expertise – name of expert:	
<i>Describe, in a few sentences, what the expertise is/was about</i>	
<i>To what extent is the expertise delivering results?</i>	
<i>To what has the expertise contributed?</i>	
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise</i>	

3.3 Budget execution

⁴ A: Expertise completed in year N
 B: Expertise ongoing
 C: Expertise in preparatory phase: preparation going as planned (writing ToR, procurement procedure, etc.)
 D: Expertise planned but delayed

3.4 Quality criteria

Criteria	Score
Relevance	A
Efficiency	D *
Effectiveness	D *

* Even though the project implementation has not yet started and it is therefore not possible to assess its efficiency and effectiveness, this rating is based on the delays caused mainly by the changes in the coordination of the Fund



3.5 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential impact	Total ⁵	Action(s)	Resp.	Deadline	Progress	Status
Problems in anchoring the project within the new Ministry of Economy and Finances after the extinction of MPD	Jan 15	High	High	Low implementation rate		Proactive conversations/negotiations with Ministry of Economy and Finances	BTC/ Project Manager	Q1 2016	ongoing	
Lack of information by potential beneficiaries	Jan 2015	High	High	No proposals/requests for funding		Elaboration of Procedures Manual and Flyers	BTC/Project Manager	May 2015	Done	closed
Poor ToRs sent by potential beneficiaries	Jan 2015	High	High	Difficult to do the procurement – Tender /award the studies		Elaboration of a template for the submission of requests	BTC/ Project Manager	May 2015	Done	closed

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High	B	C	D
Medium	A	B	C
Low	A	A	B
	Low	Medium	High
Potential impact			
Probability			

4 Steering and Learning

4.1 Recommendations

Recommendations	Source	Actor	Deadline
<i>Description of the recommendation</i>	<i>The sub-chapter to which the recommendation refers (e.g. 3.2.3)</i>	<i>The person responsible for recommendation</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Proactive discussions/negotiations with the Ministry of Economy and Finances to take final decision regarding anchoring of the project	2.3	Representation/ Project Manager	Q1 - 2016
Urge the Ministry to designate the new Fund Coordinator	2.3	BTC	Q1 - 2016
Initiate Procurement process	3.1	Project Manager/ Coordinator	Q1 - 2016

4.2 Lessons Learned

Lessons learned	Target audience
Description of the lesson learned.	The audience that may be interested in the lesson learned.
Formulation of projects during electoral process and before setting of new government cabinet can lead to selection of partner institution which can be extinguished (expl: MPD)	BTC HQ - EST
Selection of partner institution should be based on objective criteria and after proper assessment of its managing/ implementing capacity (selection of former MPD as partner institution was based on perceptions of some members of the formulation team)	DGCD

5 Annexes

5.1 "Budget versus current (y - m)" Report

Budget vs Actuals (Year to Month) of MOZ1302611

Project Title : **Fund for Capacity Building**
 Budget Version: **C01**
 Currency: **EUR**
 YtM: **Year to month : 31/12/2015**
Report includes all closed transactions until the end date of the chosen closing

Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Excc
A INSTITUTIONAL AND ORGANISATIONAL CAPACITY BUILDING							
		2,037,890.00	0.00	61.75	61.75	2,037,828.25	0%
		35,000.00	0.00	60.82	60.82	34,939.18	0%
	REGIE	5,000.00	0.00	0.00	0.00	5,000.00	0%
	REGIE	30,000.00	0.00	60.82	60.82	29,939.18	0%
01 Elaboration of an operational procedures manual							
		1,800.00	0.00	0.93	0.93	1,799.07	0%
	REGIE	1,800.00	0.00	0.00	0.00	1,800.00	0%
	REGIE	0.00	0.00	0.00	0.00	0.00	7%
	REGIE	0.00	0.00	0.93	0.93	-0.93	-7%
02 Promotion and communication							
		2,000,000.00	0.00	0.00	0.00	2,000,000.00	0%
	REGIE	80,000.00	0.00	0.00	0.00	80,000.00	0%
	REGIE	160,000.00	0.00	0.00	0.00	160,000.00	0%
	REGIE	800,880.00	0.00	0.00	0.00	800,880.00	0%
	REGIE	200,000.00	0.00	0.00	0.00	200,000.00	0%
	REGIE	200,000.00	0.00	0.00	0.00	200,000.00	0%
	REGIE	200,000.00	0.00	0.00	0.00	200,000.00	0%
	REGIE	280,000.00	0.00	0.00	0.00	280,000.00	0%
	REGIE	80,000.00	0.00	0.00	0.00	80,000.00	0%
	REGIE	0.00	0.00	0.00	0.00	0.00	7%
	REGIE	96,820.00	0.00	0.00	0.00	96,820.00	0%
	REGIE	96,820.00	0.00	0.00	0.00	96,820.00	0%
	REGIE	96,820.00	0.00	0.00	0.00	96,820.00	0%
X CONTINGENCES							
		2,600,000.00	0.00	31,851.72	31,851.72	2,568,148.28	1%
	COGEST	2,600,000.00	0.00	31,851.72	31,851.72	2,568,148.28	1%
	TOTAL						



Budget vs Actuals (Year to Month) of MOZ1302611

Project Title : **Fund for Capacity Building**

FCB

Budget Version: **C01** Year to month : **31/12/2015**

Currency: **EUR**

Y/M :

Report includes all closed transactions until the end date of the chosen closing

Z GENERAL MEANS	Status	Fin Mode	Amount	Start to 2014	Expend. 2015	Total	Balance	% Exec
01 Salaries			465 500,00	0,00	31 789,97	31 789,97	433 710,03	7%
01 Project manager	REGIE		360 000,00	0,00	28 349,57	28 349,57	331 650,43	8%
02 National coordinator (half time)	REGIE		258 000,00	0,00	24 566,54	24 566,54	233 433,46	10%
03 Administrative and financial assistant	REGIE		102 000,00	0,00	0,00	0,00	0,00	0%
03 Investments	REGIE		7 500,00	0,00	3 783,03	3 783,03	98 216,97	4%
01 Desk supplies	REGIE		2 500,00	0,00	2 716,22	2 716,22	4 783,74	3%
02 ICT Equipment	REGIE		5 000,00	0,00	0,00	0,00	2 500,00	0%
03 Running costs	REGIE		41 000,00	0,00	2 716,22	2 716,22	2 283,78	54%
01 Fuel for MPD vehicle and taxi transport in Maspito	REGIE		12 000,00	0,00	700,03	700,03	11 299,97	2%
02 Telecommunication costs	REGIE		12 000,00	0,00	0,00	0,00	12 000,00	0%
03 Field Missions in Mozambique	REGIE		15 000,00	0,00	404,33	404,33	11 595,67	3%
04 Training of the project manager	REGIE		5 000,00	0,00	0,00	0,00	15 000,00	0%
04 Audit, Monitoring and Evaluation	REGIE		5 000,00	0,00	295,70	295,70	4 704,30	6%
01 Monitoring and evaluation costs	REGIE		31 000,00	0,00	24,15	24,15	38 975,85	0%
02 Audits	REGIE		10 000,00	0,00	0,00	0,00	10 000,00	0%
03 Backstopping	REGIE		4 000,00	0,00	0,00	0,00	4 000,00	0%
99 Conversion rate adjustment	REGIE		0,00	0,00	0,00	0,00	0,00	0%
93 Conversion rate adjustment	REGIE		0,00	0,00	0,00	0,00	0,00	0%
TOTAL			2 600 000,00	0,00	31 851,72	31 851,72	2 568 148,28	1%



5.2 Decisions taken by the JLCB and follow-up

Decision to take			Action				Followup		
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
Approval of ODA MOZ study	June 2015	Q3 2015	JLCB Minutes	Coordination Team/ Project Manager	Prepare Tender and launch Procurement	Project Manager/ Coordination Team	Mar 2016	ongoing	To be launched in Q 1 - 20016
Reassess/ re- evaluate the proposal from Autoridade Tributaria	June 2015	Q3 2015	JLCB Minutes	Coordination Team	Reassess relevance of the study and reduce the budget	Coordination Team	Dec 2015	On hold	To be done after designation of the new Fund Coordinator
Disseminate information about the Fund (Distribution of the Procedures Manual and Flyer)	June 2015	Througout the year	JLCB Minutes	Coordination Team	Distribute project Manual and Flyer	Coordinator/project Manager		ongoing	To be initiated in Q1