



BTC

**BELGIAN
DEVELOPMENT AGENCY**

TECHNICAL & FINANCIAL FILE

STUDY AND EXPERTISE FUND

MOZAMBIQUE

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THE BELGIAN
DEVELOPMENT COOPERATION **.be**

TABLE OF CONTENTS

| | |
|---|-----------|
| ABBREVIATIONS | 4 |
| ANALYTICAL RECORD OF THE INTERVENTION | 5 |
| RESUME..... | 6 |
| 1 SITUATION ANALYSIS..... | 7 |
| 1.1 POLICY CONTEXT | 7 |
| 1.2 THE BELGIAN DIRECT BILATERAL COOPERATION PROGRAMME..... | 12 |
| 1.3 THE STUDY AND CONSULTANCY FUND (2002-2013) | 14 |
| 1.4 SUPPORT IN CAPACITY BUILDING FROM OTHER DEVELOPMENT PARTNERS..... | 15 |
| 2 STRATEGIC ORIENTATIONS..... | 17 |
| 2.1 SCOPE OF THE STUDY AND EXPERTISE FUND | 17 |
| 2.2 LINK WITH CAPACITY DEVELOPMENT | 17 |
| 2.3 GUIDING PRINCIPLES OF THE STUDY AND EXPERTISE FUND..... | 18 |
| 2.4 BENEFICIARY INSTITUTIONS | 19 |
| 2.5 ANCHORAGE OF THE FUND | 20 |
| 3 INTERVENTION FRAMEWORK..... | 21 |
| 3.1 GENERAL OBJECTIVE | 21 |
| 3.2 SPECIFIC OBJECTIVE | 21 |
| 3.3 EXPECTED RESULTS | 21 |
| 3.4 INDICATORS AND MEANS OF VERIFICATION | 23 |
| 3.5 RISK ANALYSIS | 24 |
| 4 RESOURCES | 26 |
| 4.1 FINANCIAL RESOURCES | 26 |
| 4.2 HUMAN RESOURCES..... | 26 |
| 4.3 MATERIAL RESOURCES..... | 26 |
| 5 IMPLEMENTATION MODALITIES..... | 29 |
| 5.1 CONTRACTUAL FRAMEWORK AND ADMINISTRATIVE RESPONSIBILITIES..... | 29 |
| 5.2 TECHNICAL AND FINANCIAL RESPONSIBILITIES..... | 29 |
| 5.3 IMPLEMENTATION AND FOLLOW-UP STRUCTURES | 30 |
| 5.4 FINANCIAL MANAGEMENT | 34 |
| 5.5 EXPENSES BEFORE THE NOTIFICATION OF THE IMPLEMENTATION AGREEMENT..... | 36 |
| 5.6 PROCUREMENT | 36 |
| 5.7 MODIFICATION OF THE TFF..... | 37 |
| 5.8 MONITORING & EVALUATION..... | 37 |
| 5.9 CLOSURE OF THE PROJECT..... | 38 |

| | | |
|----------|---|-----------|
| 6 | CROSS CUTTING THEMES | 39 |
| 7 | ANNEXES | 40 |
| 7.1 | TERMS OF REFERENCE OF THE NATIONAL COORDINATOR (MPD)..... | 40 |
| 7.2 | TERMS OF REFERENCE OF THE PROJECT MANAGER (BTC)..... | 41 |
| 7.3 | PLANNED STUDIES/TECHNICAL EXPERTISE TO BE FUNDED THROUGH THE STUDY AND EXPERTISE FUND | 43 |
| 8 | REFERENCES | 44 |

ABBREVIATIONS

| | |
|---------|--|
| BFFS | Belgian Fund for Food Security |
| BI | Beneficiary Institution |
| BTC | Belgian Technical Cooperation |
| CB | Capacity Building |
| DGD | Directorate General of Development Cooperation and Humanitarian Aid |
| DNEAP | National Directorate for Studies and Policy Analysis |
| DNP | National Directorate of Planning |
| ENDE | National Development Strategy |
| ESAN II | Food Security and Nutrition Strategy (2008-2015) |
| FSNP | Food Security and Nutrition Programme |
| FUNAE | National Energy Fund |
| GoM | Government of Mozambique |
| ICP | Indicative Cooperation Programme |
| ME | Ministry of Energy |
| MFP | Ministry of Public Service |
| MICOA | Ministry of Environmental Coordination and Action |
| MMAS | Ministry of Women and Social Affairs |
| MINAG | Ministry of Agriculture |
| MINEC | Ministry of Foreign Affairs and Cooperation |
| MISAU | Ministry of Health |
| MPD | Ministry of Planning and Development |
| MTR | Mid Term Review |
| NEPAD | New Partnership for Africa's Development (led by the African Union) |
| PAP | Programme Aid Partnership |
| PARP | Action Plan for the Reduction of Poverty |
| PEDSA | Strategic Plan for Agricultural Development |
| PESS | Health Sector Strategic Plan |
| PNDRHS | National Plan for the Development of Human Resources for Health |
| PNISA | National Investment Plan for the Agrarian Sector in Mozambique |
| RSP | Public Sector Reform |
| SC | Steering Committee |
| SCF | Study and Consultancy Fund |
| SETSAN | Technical Secretariat for Food and Nutrition Security |
| TFF | Technical and Financial File |
| ToR | Terms of Reference |
| VAIS | Flanders International Cooperation Agency (Vlaams Agentschap voor Internationale Samenwerking) |

ANALYTICAL RECORD OF THE INTERVENTION

| | |
|---------------------------------------|--|
| Intervention number | NN 3014385 |
| Navision Code BTC | MOZ 13 026 11 |
| Name of intervention | Study and Expertise Fund |
| Partner Institution | Ministry of Planning and Development |
| Length of the intervention | 60 months of implementation (72 months for the Specific Agreement) |
| Date of the intervention | 2014 |
| Contribution of the Partner Country | In kind : <ul style="list-style-type: none"> • National coordinator (part-time basis) • Furnished office space. |
| Belgian Contribution | € 750,000 |
| Sector (DAC codes) | 43010 Multisector Aid |
| Brief description of the intervention | An instrument supporting priority sectors of the Belgian-Mozambican Cooperation through studies, consultancies, technical expertise and seminars is foreseen in the IDCP 2013-2017. The Fund will support institutions involved in the agriculture/livestock, energy for rural development and health sectors as well as those dealing with Good Financial Management, Gender and Climate Change. |
| Global Objective | The Overall General Objective is “Contributing to Capacity Development of Mozambican institutions in the sectors of Agriculture/Food Security, Energy for Rural Development and Health”. |
| Specific Objective | Institutional and organizational capacity building efforts have been supported through short- and medium-term consultancies and technical assistance, specific studies and seminars in the priority sectors and geographical areas of concentration of the Belgian-Mozambican Cooperation. |
| Results | R1. The Study and Expertise Fund is set up and procedures are known among the institutions of the priority sectors at different levels R2. Needs from the sectors are identified in line with their strategic and policy priorities R3. Activities supported through the Study and Expertise Fund are implemented in a qualitative way |

RESUME

On 19th December 2012, the Indicative Cooperation Programme (ICP) was signed between the Republic of Mozambique and the Kingdom of Belgium, covering the period 2013 – 2017. Rural development and more in particular the livestock sector, and energy for rural development were identified as priority sectors. Besides the sector programmes, complementary instruments, such as the scholarship programme and this study and expertise fund, were foreseen.

As a result of the division of labour among Belgian government actors in Mozambique, the Flemish Cooperation in Mozambique foresees exclusive and continued support to the health sector for the period 2011 – 2015.

The study and expertise fund can fund studies and consultancies, national and international expertise and seminars, related to the priority sectors of the Belgian and Flemish Cooperation and to crosscutting issues (gender, environment and climate-change, financial governance).

Lessons learned from the previous Study Fund have been taken into account, mainly by better defining and simplifying roles and responsibilities of the different stakeholders, by having a clearer sectorial focus, and by providing assistance to the beneficiary institutions in developing capacity to prepare adequate ToR and budgets.

The beneficiary institutions of the Fund are Mozambican institutions and organisations at central, provincial and district level that are linked to the priority sectors and cross-cutting themes, identified in the ICP 2013-2017 of the Belgian-Mozambican Cooperation, or to the health sector, the priority sector of the Flemish-Mozambican Cooperation.

The global objective is “contributing to capacity development of Mozambican institutions in the sectors of Agriculture/Food Security, Energy for Rural development and health”.

The specific objective is” Institutional and organizational capacity building efforts have been supported through short- and medium-term consultancies and technical assistance, specific studies and seminars in the priority sectors and geographical areas of concentration of the Belgian-Mozambican Cooperation”

Three operational results are defined to ensure a good functioning of the Fund:

R1. The Study and Expertise Fund is set up and procedures are known among the institutions of the priority sectors at different levels

R2. Needs from the sectors are identified in line with their strategic and policy priorities

R3. Activities supported through the Study and Expertise Fund are implemented in a qualitative way

A fund coordination team, consisting of a national coordinator, identified by MPD and a project manager, contracted by BTC, will be set up within MPD for the daily management of the fund.

A technical validation committee will analyse and approve request of Beneficiary institutions. The Steering Committee, that will provide strategic guidance to the project, will approve those requests that are outside the mandate of the technical validation Committee.

The fund will be anchored in MPD. The total budget is € 750,000

1 SITUATION ANALYSIS

1.1 Policy context

1.1.1 Poverty Reduction Action Plan (PARP)

Following the last general elections of 2009, Mozambique entered in a third generation of Poverty Reduction Strategic Plans (PRSP) under the title of *Plano de Acção para a Redução da Pobreza* (PARP) covering the period 2011–2014.

The predecessor of the PARP, namely the second *Plano de Acção para a Redução da Pobreza Absoluta* (PARPA II 2006 – 2010) had as main objectives: (i) to decrease the incidence of poverty from 54% in 2003 to 45% in 2009 and (ii) to promote fast, sustainable and broad based growth to be achieved under three pillars (governance, human capital and economic development). Key statistical surveys undertaken towards the end of the PARPA II¹ period however showed that levels of poverty reduction had stalled and that critical challenges in the agricultural and rural development sector remained.

The main goal of the current PARP is to achieve inclusive growth and reduce poverty and vulnerability in Mozambique. More specifically, the PARP aims to reduce the incidence of poverty from 54.7% in 2009 to 42% in 2014. The new PARP elevates agricultural production and employment to the level of general objective and clearly identifies small-holder agriculture as an area of strategic importance for Mozambique's economic development.

The PARP holds three general objectives, namely:

- 1) Increased production and productivity in the agricultural and fisheries sector
- 2) Promotion of Employment
- 3) Human and Social Development

To these objectives can be added the two following transversal themes:

- Good governance
- Macroeconomics & Poverty

1.1.2 National Development Strategy (ENDE)

The Government of Mozambique is currently developing its first National Development Strategy (*Estratégia Nacional de Desenvolvimento* – ENDE). The latest draft was presented to development partners in August 2013.

It is expected that the subsequent Operational Plan of the ENDE will cover the period 2015-2019 and be aligned with the planning cycle of the Government of Mozambique (GoM). The objective of the ENDE is to provide guidance to GoM on the development vision for the country as well as in the definition of priority areas of intervention for the next twenty years. The ENDE aims at improving the living conditions of the Mozambican people by increasing the impact of internal policy and the effectiveness of national and foreign investments.

The ENDE is a strategic planning tool that will be integrated in the National Planning System and establish a tight articulation with other national policies.

¹ Household budget survey 2008/2009 (*Inquérito sobre Orçamento Familiar* – IOF) and Rural household production surveys (*Trabalho do Inquérito Agrícola* – TIA).

The changing context of Mozambique calls for creative adaptation of all sectors of the economy. In this regard, strong emphasis is set on knowledge creation through investments in education and research in close alignment with science and technology. The ENDE places the transformation of the agrarian sector at the heart of the industrialisation model to be defined, taking into account also the role of mineral extractive industries.

The industrialisation model will rely first on the creation of a basis for industrialisation, defined through the following steps:

- The creation of an institutional basis for industrialisation, involving legal reform, creation of financial institutions and mechanisms, and stronger inter-sector coordination;
- The training of the necessary human capital, through professional training and management of human capital and the development of an intensive training plan that responds to development needs;
- The organisation and construction of a physical basis for industrialisation, involving the development of a master plan for investments in infrastructure and overall territorial planning.

1.1.3 Public Sector Reform and Decentralisation

The Public Sector Reform (*Reforma do Sector Público* – RSP) was implemented from 2001-2011 with substantial support from development partners. The GoM established an Inter-Ministerial Committee for Public Sector Reform (CIRESP) for supervision of the reform and decision-making, as well as a Technical Unit for Public Sector Reform (UTRESP) to coordinate the day-to-day implementation. The main components of the RSP were: (1) strengthening service delivery through decentralisation and institutional restructuring, (2) policy formulation and monitoring, (2) financial management and accountability, (3) public sector professionalism, (4) good governance and combating corruption, and (5) management of the reform process itself.

Plans for civil service reform have concentrated mostly on salary, remuneration and career structure, and training of civil servants. A key element of the public sector reform has been the introduction of SISTAFE (Public Financial Management System) and its online version e-SISTAFE. While the PFM system continues to be strengthened and rolled out with strong donor support, the PSR reform ended in 2011 and attempts to create an integrated vision on the issue of capacity building across the public sector have not materialised.

Meanwhile, the decentralisation process has been moving forward. The first Decentralisation Policy and its related implementation strategy (*Política e Estratégia de Descentralização* – PED) were adopted by the Council of Ministers in September 2012 and published under resolution n°40/2012 in December 2012.

The decentralisation process has two strategic components: on the one hand the establishment of independent municipalities, and on the other hand the attribution of additional powers and competencies to districts and subordinate institutions representing the central level so that services can be brought closer to the communities.

The districts are considered by the GoM to be the focus point for development and poverty reduction. Legal and administrative authority has already been delegated to provincial and district institutions. However, resources and skills are still lacking to move forward with the implementation of the decentralisation process. The new policy and strategy firmly establish the vision and provide guidance on the strategic actions to be taken. The lead ministry in charge of the overall decentralisation process is the Ministry of State Administration (*Ministério da Administração Estatal* – MAE). An action plan is now being formulated to translate the policy and strategy in operational terms in close articulation with the sectors.

In addition, a new strategic reform for the development of the public administration is currently in the TFF Study and Expertise Fund (MOZ 13 026 11) – Final version 22_10_2014

pipeline and is being structured along the following components: (i) human resources, (ii) decentralisation, (iii) communication, (iv) integrity and transparency. The issue of staff retention will also be addressed by the reform. It is uncertain at this stage which development partners might provide direct support the new reform and how.

1.1.4 The role of the Ministry of Planning and Development

The mission of the Ministry of Planning and Development (MPD) is to direct and coordinate the planning process and provide guidance towards an inclusive, balanced social and economic development of the country. Its vision is to be an institution of reference in the direction of integrated planning and in the promotion of sustainable social and economic development. In order to achieve this, MPD has developed close ties and ensures day-to-day collaboration with line Ministries and other sector institutions. The key attributions of the Ministry are summarised here below.²

In the area of Planning

- Propose a national system for economic and social planning at every level and define methodologies for the preparation of social and economic plans;
- Elaborate aggregated macro-economic projections in the framework of financial planning, in coordination with relevant institutions;
- Coordinate the task of fixing multiannual revenues and financing of the State budget and communicate limits of the annual expenditure to public organs and institutions.
- Promote and implement studies and research that lead to in-depth knowledge of the social and economic situation, contributing to the improvement of the planning process.

In the area of Development

- Propose a strategy for social and economic development, and elaborate integrated and balances development programmes;
- Promote the rational and profitable use of natural resources in support of territorial and national development;
- Stimulate balanced and harmonised development in rural and urban areas;
- Coordinate the definition of national population policy, ensuring the integration of the varying populations in the planning process and taking into account demographic trends in the country's development strategy;
- Orient and coordinate the harmonisation of international partners in the framework of development programmes.

In the area of Monitoring & Evaluation

- Define M&E methodologies of social and economic development plans at all levels
- Follow and evaluate the implementation of programming tools on the short-, medium- and long-term, proposing and adapting corrective measures;
- Coordinate the evaluation of the implementation of macro-economic and sector policies ;
- Monitor national programmes and policies leading to economic growth and poverty reduction;
- Monitor indicators of evaluations conducted by international institutions

² www.mpd.gov.mz

The above-mentioned functions are distributed through the key directorates of the Ministry, namely: (i) the National Directorate of Investments and Cooperation (**DIC**), (ii) the National Directorate of Planning (**DNP**), (iii) the National Directorate of Studies and Policy Analysis (**DNEAP**), and (iv) the National Directorate of Monitoring and Evaluation (**DNMA**), which was recently established.

MPD also holds a central position in the Programme Aid Partnership (PAP) between the GoM and the G-19 budget support donors. Its aid effectiveness unit, established in the National Directorate of Planning (DNP), is the main liaison office between DPs and sectors as well as other key Ministries such as the Ministry of Finance (MF), the Ministry of Public Service (MFP) and the Ministry of State Administration (MAE). MPD is responsible for organising Joint Reviews and gives guidance on the functioning of the different thematic working groups established in the framework of the PAPs with the G-19 and other development partners.

1.1.5 Sector policies

1.1.5.1 Energy

Links between poverty reduction and the energy sector (with a focus on electricity) are reflected in Mozambique's PARP, which foresees the expansion of off-grid services for social infrastructure (schools and health centres) and in areas holding good potential for agrarian and fishery activity by promoting the use of renewable sources (solar, wind and hydro-energy).

The Energy sector strategy for 2009 – 2013 gives an increasing role to the private sector. The strategy is complemented by the electricity master plan for the development of the national grid (2005 – 2019) and the rural electrification strategic plan (which focuses on off-grid electrification).

The National Energy Fund (*Fundo Nacional de Energia* – FUNAE) is a public institution depending on the Ministry of Energy aiming to promote rural electrification and rural access to modern energy services in a sustainable manner. Its strategic policy for 2010 – 2015 has five macro-objectives that are aligned with the Energy sector policy: (1) Access to sustainable energy services, (2) Quality and environment, (3) Mobilisation of funds, (4) Partnership development, (5) Capacity building.

1.1.5.2 Agriculture

The Ministry of Agriculture has a Strategic Plan for Agricultural Development (*Plano Estratégico para o Desenvolvimento do Sector Agrário* – PEDSA), which serves as overarching policy for the sector for the period 2011 – 2019. The PEDSA is built around the following pillars and strategies: increasing productivity, improving inputs, developing and improving access to markets, ensure sustainable use of natural resources, building capacity of public, private and associative agrarian institutions and strengthening of coordination.

On the basis of the PEDSA, a National Investment Plan for the Agrarian Sector (*Plano Nacional de Investimentos no Sector Agrário* – PNISA) was elaborated and submitted to a peer review led by NEPAD in December 2012 in the framework of Mozambique's adherence to the Comprehensive Africa Agriculture Programme.

The five focus areas of the PNISA are: (i) improvement of production and productivity, (ii) improving market access, (iii) food and nutrition security, (iv) natural resources management, and (v) institutional reform and strengthening.

One of the main challenges raised by the NEPAD team was the financing gap of the PNISA estimated at 78%, suggesting weak public financial management capacity.

On the basis of the peer review a road map for the implementation of the PNISA is expected to be adopted and development partners have been working closely with MINAG to strengthen sector dialogue in search of a new partnership.

1.1.5.3 Health

The second Health Sector Strategic Plan (*Plano Estratégico do Sector Saúde – PESS*) 2007 – 2012 has come to an end and its overall focus was on two main areas:

- Improving the health status of the population and the provision of quality services
- Strengthening the capacity of the sector for service delivery

The Ministry of Health (MISAU) is now in the final stages of developing its third PESS covering 2013 – 2017. In July 2013, the draft PESS underwent an independent review led by international and national health experts of the International Health Partnership, on the basis of the *Joint Assessment of National Strategies* (JANS) tool. Once the HSSP is validated and launched, MISAU intends to formulate a series of specific strategic documents such as a financing strategy for the health sector.

The National Plan for the Development of Human Resources for Health (*Plano Nacional de Desenvolvimento dos Recursos Humanos para a Saúde – PNDRHS*) for 2008 – 2015 was approved in 2007. It holds four strategic orientations:

- 1) Organise the National Health Service (*Serviço Nacional de Saúde – SNS*) and normative framework
- 2) Improve management capacity at all levels of the National Health Service
- 3) Improve National Health Service Staff distribution, motivation and retention
- 4) Increase capacity of initial production, post-graduate training and in-service training network

It should be noted however that the improvement of the HR-related processes does not only depend on MISAU but also relies on other institutions such as the Ministry of Public Service for example in regards to the issue of retaining staff in the public sector.

1.1.5.4 Good Financial Governance, Gender and Climate change

Mozambique has several ministerial institutions that deal with themes of transversal nature. Here below reference is made to cross-cutting issues that are of particular interest for the Belgian-Mozambican Cooperation, all of which are connected to a specific Ministry.

More specifically:

- The Ministry of Finance is in charge of the implementation of the ongoing Public Financial Management Reform (*Sistema de Administração dos Fundos do Estado – SISTAFE*) and the roll-out of its electronic system throughout the country (e-SISTAFE).
- The Ministry of Women and Social Action (MMAS) was established in 2005 and has been coordinating the design and implementation of a Gender Policy and Implementing Strategy since 2006, working with gender focal points across all sector Ministries.
- The Ministry of Coordination for Environmental Action (MICOA) leads on issues related to the promotion of a healthy environment broadly speaking and is responsible for the coordination and implementation of the Environmental Strategy for Sustainable Development of Mozambique. Its actions are complemented by those of the National Institute for Disaster Management (*Instituto Nacional para a Gestão de Calamidades – INGC*) which works primarily on the prevention and management of natural disasters.

1.2 The Belgian Direct Bilateral Cooperation Programme

1.2.1 Ongoing interventions under the Indicative Cooperation Programmes (2006-2008 and 2009-2012)

1.2.1.1 Renewable energy for rural electrification

BTC supports the national energy fund (FUNAE) with an on-going project worth € 23.34 million composed of a grant from Belgium (€ 15 million) and from the Netherlands (€ 8.34 million), which includes three long-term technical assistants based at the FUNAE central office in Maputo. The project kicked off in 2010 and will run until 2015. The project focuses on renewable energy for improved social infrastructure and service delivery (including staff housing and administrative posts) in remote areas in the provinces of Sofala, Manica and Zambezia.

1.2.1.2 Support to the health sector

BTC support to MISAU is mainly driven by the 'Training and Management of HR resources in the Mozambican Health Sector' project (2012 – 2015), which is worth € 6 million and is implemented with the support of a long-term international technical assistant who is based within the ministry's HR directorate. The project is fully aligned to the above-mentioned HRH strategy (PNDRHS 2008 – 2015).

Support to budgetary and financial management processes of MISAU (2011 – 2013) is also provided with an envelope of € 1 million. This intervention focuses on the roll-out of e-SISTAFE within the health sector down to the decentralised level, in a continuum with previous Belgian support to the general SISTAFE Common Fund between 2007 and 2009.

1.2.1.3 Other forms of support

- In coordination with the Belgian Fund for Food Security (see 1.2.3.3.) BTC is supporting a water project worth € 9 million, which started late 2013.
- Study and consultancy Fund (see chapter 1.3.)
- A budget of € 2,532,409 for scholarships was provided through the implementation of the 2009-2012 ICP. The programme has worked with several local universities in Maputo as well as given the opportunity to scholars to seek specialised training abroad for both short-term and long-term courses (e.g. South Africa, Belgium, Brazil) to respond to capacity building needs in the priority sectors of the ICP.

1.2.2 The new Indicative Cooperation programme (2013-2017)

On 19th December 2012 a new Indicative Cooperation Programme (ICP) was signed between the Republic of Mozambique and the Kingdom of Belgium, covering the period 2013 – 2017.

An overview of the priority sectors, budgets and different instruments of the ICP is provided in the table below.

| Indicative Cooperation programme 2013 -2017 | Budget |
|---|---------------------|
| <i>Sector programmes</i> | |
| Rural development - livestock component (MINAG) | € 25 million |
| Energy for rural development (ME, FUNAE) | € 19 million |
| <i>Other instruments</i> | |
| Delegated cooperation to the United Nations for Gender and Environment | € 4.5 million |
| Institutional Capacity Building Fund (renamed "Study and Expertise Fund" in the present TFF) and the Scholarships programme | € 6.5 million |
| TOTAL | € 55 million |

Both sector programmes comprise a component of institutional strengthening through technical assistance and capacity building.

The scholarships programme is a complementary instrument destined to strengthen capacity of staff in Mozambican institutions. A more comprehensive approach to that applied in previous ICPs will be developed on the basis of capacity building needs assessments conducted at sector level. The identification process of this new intervention is currently under way.

1.2.3 Other channels of support by Belgian actors

1.2.3.1 Flanders Agency for International Cooperation

As a result of the division of labour among Belgian government actors in Mozambique, the second strategic document of the Flemish Cooperation (*Vlaams Agentschap voor Internationale Samenwerking* – VAIS) in Mozambique for the period 2011 – 2015 foresees exclusive and continued support to the health sector while the Belgian Cooperation at federal level is phasing out of the same sector. Through its support, the government of Flanders will be contributing to the PROSAUDE basket fund, human resources for health, sexual and reproductive health and nutrition for a total value of € 25 million. In addition, Technical Assistance in PFM in the health sector will be provided through a cooperation agreement with BTC as of November 2013.

| Indicative financing of the Flemish-Mozambican cooperation for the CSP II, 2011-2015 | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|------------|
| Year | 2011 | 2012 | 2013 | 2014 | 2015 | 2011-2015 |
| To contribute to the development and implementation of an efficient and effective general health policy* | 2,000,000 | 2,000,000 | 2,250,000 | 2,500,000 | 2,250,000 | 11,000,000 |
| To contribute to the further development of a critical mass of well trained and motivated health professionals** | 1,000,000 | 1,250,000 | 1,250,000 | 1,500,000 | 1,000,000 | 6,000,000 |
| To contribute to the promotion of sexual and reproductive health and rights | | | | | | |
| To contribute to good quality health research and monitoring of diseases and epidemics | 500,000 | 1,250,000 | 2,000,000 | 2,500,000 | 1,750,000 | 8,000,000 |
| To contribute to good nutrition/nutritional practices | | | | | | |
| Totals | 3,500,000 | 4,500,000 | 5,500,000 | 6,500,000 | 5,000,000 | 25,000,000 |

* of which at least 2 million € per year will be disbursed to SWAp Health

** of which an indicative amount of at least 1 million € per year will be disbursed to the national plan for human health resources

1.2.3.2 Belgian Fund for Food Security

An envelope of € 11.3 million has been made available through the Belgian Fund for Food Security, which is an initiative of the Belgian Parliament. The support is better known as the “Food Security and Nutrition Programme (FSNP)” and aims at tackling the issue of food security in 6 districts of the province of Gaza. The programme is implemented through various UN agencies and Belgian NGO’s. In addition to the water project financed on the ongoing ICP, BTC has recently started providing technical expertise to support SETSAN with the coordination of the FSNP.

1.3 The Study and Consultancy fund (2002-2013)

1.3.1 Design and implementation

In 2002 the Belgian Cooperation set up a Study and Consultancy Fund (SCF) in Mozambique to support the undertaking of studies and consultancies upon request from institutions attached to the GoM. The given Fund is still functional today and operates on a total budget of € 500,000. To this day, only about half of that amount has been spent or committed.

When the Specific Agreement was initially signed in 2002, the Study and Consultancy fund was due to function under the ‘**co-management**’ financial modality. In 2005 MINEC was eventually designated as representative of GoM for the SCF and proceeded to the appointment of the fund director in 2006. In 2007, the re-definition of the roles and responsibilities of different actors involved in the process were reviewed and the switch to the financial modality to Belgian management eventually enabled the effective start of implementation of the fund.

The roles of different players involved in the implementation fund from 2007 to date are summarised here below:

- MINEC and Embassy: reception and approval of the ToR
- Line Ministry (Beneficiary Institution): selection and attribution, approval of results and reports, approval of invoices.

- **BTC:** preparation and launch of tenders, selection and attribution, approval of invoices, payments.

The result of this division of labour is that there was not a single stakeholder involved in every step of the process from beginning to end nor was there any mechanism in place to ensure that all parties could have a general overview.

1.3.2 Lessons learned

Since the effective start of the SCF in 2007, only about half of the total budget of 500,000 € has been spent on studies and consultancies. The critical factors that slowed down the implementation of the study and consultancy fund can be summarised as follows:

- Grey zone on the role of different actors involved and the lack of overview on the entire process resulting from the division of tasks
- Lack of focus given that no specific areas on the support to be granted through the study fund were defined in the initial set-up
- Limited knowledge or access to information on the SCF within partner institutions and among the group of development partners
- Limited capacity of beneficiary institutions to formulate adequate ToR and budgets. This issue in particular has often resulted in delays and/or cancellation of studies.

Some key recommendations drawn from past and present experience are addressed in the annual reports of the SCF and are worth highlighting in the present TFF:

- That the responsibilities of each stakeholder should be clearly stated / defined in the Specific Agreement.
- That it is difficult for BTC to do realistic financial planning when the partner is not providing accurate and timely plans.
- That it is crucial to assist the partner in developing its capacity to prepare adequate ToR and to assess the possibility of shortening the approval chain in order to speed up the initiation of studies.

1.4 Support in capacity building from other development partners

Whereas some DPs specifically focus on capacity development at sector level (as in the case of BTC through the ongoing Human Resources for Health project at MISAU) currently there appears to be no transversal fund for providing capacity development across sectors in a flexible way.

1.4.1 European Delegation

The European Delegation has a Technical Cooperation Facility essentially available for programming purposes of the EC development aid to Mozambique, with MINEC as first entry point for the GoM counterpart. Its scope is broadly defined, ranging from the development of M&E frameworks to policy formulation in the priority sectors through studies, consultancies and technical support.

Both of the priority sectors defined in the new ICP between Belgium and Mozambique are also benefiting from substantial support from the EC. The same applies for food security, which has been receiving long-standing support from the Belgian Food and Security Fund (delivered through several NGOs, UN agencies and more recently BTC).

1.4.2 Support to the Ministry of Planning and Development

Given the importance and scope of MPD's mandate, external support from a variety of development

partners is provided to different directorates. A few key initiatives related to institutional strengthening and capacity building are highlighted here below:

- The Embassy of Ireland gave financial support to MPD in 2012 for the elaboration of its first institutional development strategic plan. The plan foresees the strengthening of key directorates with the objective of enhancing the efficiency and effectiveness of the institution. More specifically, the strategy will focus on the following pillars: (i) planning and institutional management, (ii) HR management and development, (iii) financial resources management, (iv) information management, (v) monitoring of institutional performance. Ireland will be further supporting the implementation of the plan in 2014.
- Switzerland, Norway, Sweden and more recently Denmark have been providing long-term support on policy analysis to the National Directorate for Studies and Policy Analysis (DNEAP) through the joint financing of technical assistance in partnership with the University of Copenhagen.
- UNICEF has been providing technical assistance to both DNP and DNEAP for a number of years with a focus on aid effectiveness, planning and M&E as well as policy analysis.
- UNDP has supported DNP through long-term technical assistance for the roll-out of the Decentralised Planning and Finance Programme.

2 STRATEGIC ORIENTATIONS

2.1 Scope of the Study and Expertise Fund

The different types of services that will be offered by the Fund to respond to sector strengthening needs are listed below and must abide to the principles listed under Chapter 2.2.

2.1.1 Studies and consultancies

Specific studies and consultancies can be sought in response to needs within the priority sectors or institutions responsible for cross-cutting issues.

2.1.2 National and international expertise

National or international experts can be contracted to work within public institutions of the priority sectors, whether on specific and temporary assignments or with a broader mandate defined in view of strengthening systems where technical expertise is needed or fill in some gaps.

2.1.3 Seminars

The Fund can also be used for financial support to seminars organised by partner institutions whether for purposes of multi-stakeholder consultation (e.g. planning exercise, policy design), dissemination of results from surveys, studies or evaluations as well as for briefings on specific guidelines or tools related to general strengthening of country systems for staff members of partner institutions within the priority sectors.

2.2 Link with capacity development

The Belgian bilateral Cooperation seeks to strengthen overall capacity of institutions and stakeholders within the priority sectors defined in the ICP through a variety of modalities and entry points. The main driving force for enhancing capacity development lies within the large sector support programmes. Efforts to further support capacity development are complemented by other instruments such as scholarships and the Study and Expertise Fund.

Capacity is a broad concept with many definitions. The United Nations Development Programme defines capacity as “the ability of individuals, organisations, and societies to perform functions, solve problems, and set and achieve their own development objectives in a sustainable manner”.

Capacity development (CD) is therefore much more than providing training and is interpreted as a means towards reaching development outcomes, through “a process whereas the abilities to do so are obtained, strengthened, adapted, and maintained over time”. Departing from complex systems, capacity development and CD needs can be defined at different levels and without being exhaustive, CD can be looked into at the level of:

- Institutions : referring to the broader system within which individuals and organisations function. This includes formal institutions (laws, policies, membership rules) and informal institutions (customs, norms).
- Organisations : standing for resources (human, intellectual, financial, physical, infrastructural, etc) and other characteristics (structure, mandate, management, leadership, etc.) within an individual organisation.
- Individuals : referring to competencies and performance of individuals

Institutional development focuses on the ability or capacity to design and implement development policies on their own in a sustainable way. As such, institutional development is a multi-dimensional

concept which includes the overall environment, the pattern of formal and informal organisations, networks, culture, social structures and other factors that can affect institutional performance. Institutional capacity refers also to internal and external relations with other institutions as their performance depends largely from the way the institution (or its sub-units) interacts with other institutions.

Organisational development stands for obtaining the necessary resources within an individual organisation to design and implement their role. It depends on individual capacity but the sum of individual capacity is not equal to the capacity of an institution.

2.3 Guiding principles of the Study and Expertise Fund

One of the key elements for ensuring a successful implementation of the Fund is to set clear and transparent criteria in addition to well defined guidelines applying to management and use of the Fund. The guiding principles provided below constitute the basis for the definition of the eligibility criteria of requests coming from partner ministries or institutions.

2.3.1 Be a flexible fund that can respond to emergent needs

A strong asset of the Fund is that it is designed to be a flexible instrument allowing for rapid mobilisation of resources for studies, consultancies and expertise. Specific needs that may not have been identified at the moment of the formulation of sector programmes, or that fall outside of the scope of these programmes, can be covered through the Fund.

In the first two years of implementation, priority should be given to areas that are complementary to those covered by ongoing interventions (in Energy, Health and Food Security) and to respond to broader sector needs that are not yet covered through any of the programmes supported by the Belgian Cooperation.

2.3.2 Ensure ownership of the partner country

The request for studies, consultancies and expertise should come from the institutions of the partner country themselves. The partner will be involved at every step of the preparation and implementation of the programme.

2.3.3 Support capacity development of partner institutions

The activities financed by the Fund will seek to support capacity development initiatives of institutions in the partner country. On this basis, the Fund can therefore serve several purposes, such as:

- Strengthening internal processes of institutions to improve implementation capacity of sector policies and strategies (public financial management systems, management of human resources, planning and monitoring, procurement,...)
- Supporting the design and implementation of sector policies and strategies or those related to cross-cutting issues.
- Supporting the preparation of future interventions of the Belgian-Mozambican Cooperation including assessments related to the integration of new financing modalities aiming at making greater use of country systems (for e.g. National Execution).

2.3.4 Ensure complementarity with other interventions supported by the Belgian bilateral cooperation

The purpose of the Study and Expertise Fund is to respond to capacity development efforts in complementarity and in coherence with other forms of support foreseen in the ICP, bearing in mind

that the central pillar for capacity development support will lie in the large sector programmes that seek to strengthen the policy/strategic level and operational level (technical capacity/competences) of the priority sectors of the Belgian Cooperation in Mozambique with a considerable envelope foreseen for capacity building purposes at sector level.

Given the new scholarships programme foreseen in the current ICP is presently in its identification phase, with a formulation expected to be conducted in 2014, the key principles of the new strategy of the Belgian Cooperation for implementing scholarships will be kept in mind during the implementation of the Fund so as to avoid overlap when the scholarships programme effectively starts (which is expected to be in 2015). Moreover, opportunities for collaboration among these different forms of support to capacity development should be sought in due time.

2.3.5 Ensure the needs of different levels (national and local level), and across priority sectors and beneficiary institutions are taken into account:

Equitable opportunities to submit proposals for the fund and a fair distribution of resources should be assured:

- (i) between the central and provincial as well as district level
- (ii) between the different sectors and cross-cutting issues

2.3.6 Harmonisation

In order to ensure coherence of actions and avoid duplication of activities implemented across a given sector or on a given theme or issue, requests should be submitted on the basis of prior consultation of relevant national stakeholders and other development partners through the existing consultative fora.

2.4 Beneficiary institutions

The direct beneficiaries of the Fund will be the Mozambican institutions at central, provincial and district level that are linked to the priority sectors and transversal themes identified in the new ICP. The ultimate beneficiaries of the Fund are the people of Mozambique, who will hopefully benefit from better services provided.

Ministries in the priority sectors (MINAG, ME, MISAU) as well as all public institutions included in the implementation of sector policies constitute potential beneficiaries and can introduce requests. In the agriculture sector, in particular, access to the Fund can be extended to unions of professionals and other non-government actors included in the PNISA (in line with the objectives of strengthening of public-private partnerships).

Institutions leading on cross-cutting issues reflected in the ICP (Gender, Climate Change and Good Financial Management) can also be beneficiaries of the Fund. Among these:

- The Ministry of Women and Social Action for Gender (MMAS) and the Ministry of Environmental Coordination and Action (MICOA)
- The Ministry of Finance (MF), Ministry of Planning & Development (MPD), Ministry of Public Service (MFP),... which set the political, administrative and financial environment for the implementation of the Indicative Cooperation Programme and national policies.

Non-state actors may also submit propositions to the Fund Coordination team in accordance with the criteria that will be developed in the procedures manual and approved by the Steering Committee. An initial ceiling of 15% of the annual budget will be set for non-state actors. This percentage will be reassessed by the SC on an annual basis.

Support to cross-cutting issues throughout the implementation of the Fund should be designed in articulation with the priority sectors.

2.5 Anchorage of the Fund

The coordination of the Fund will be ensured by the Ministry of Planning & Development (MPD).

3 INTERVENTION FRAMEWORK

3.1 General objective

The **General objective** of the Study and Expertise Fund is: « Contributing to Capacity Development of Mozambican institutions in the sectors of Agriculture/Food Security, Energy for Rural Development and Health»

3.2 Specific objective

The **Specific objective** is: « Institutional and organisational capacity building efforts have been supported through short- and medium-term consultancies and technical assistance, specific studies and seminars in the priority sectors and geographical areas of concentration of the Belgian-Mozambican Cooperation. »

3.3 Expected results

Given the present TFF is drawn with the aim of setting up a study and expertise fund that serves a broad purpose and benefits several sectors, and acknowledging that the Fund is an instrument that can only contribute or support ongoing other development efforts, “results” of the intervention are no “development results” but are focused on achieving an effective level of functioning of the Fund in line with the basic principles providing strategic guidance, which have been defined in Chapter 2.2.

3.3.1 Result 1: “The study and expertise fund is set up and procedures are known among the institutions of the priority sectors at different levels”

This result will be one of the key factors to ensure a smooth kick-off of the Study and Expertise Fund.

Activity 1.1. Elaboration of an operational procedures manual

A procedures manual will be developed by the coordination team of the Fund. The manual will include the guiding principles presented in Chapter 2.2 and further specify objective eligibility criteria for beneficiary institutions applying to the Fund.

The manual will also present in a user-friendly and didactic way the process that a beneficiary institution must follow to introduce a request and, in case of approval, to develop clear ToR and implement as well as close a specific intervention. Roles and responsibilities of different stakeholders involved in the process will be clearly defined in the manual.

Specific templates for the formulation of requests and ToR will be developed and included in the procedures manual.

Activity 1.2. Promotion and communication

The communication activities related to the Fund will be carried out by the coordination team. These activities will consist of:

- The elaboration, printing and publishing of an explanatory leaflet on the Fund.
- Information and briefing on the existence and functioning of the Fund to the different directorates within MPD, with an emphasis on the technical input that may be sought for contributions to ToR (for e.g.).
- Information and briefings on the existence, purpose and functioning of the Fund to target beneficiary institutions, partly on the basis of the operational procedures manual described above.

- Other activities to be defined according to the circumstances.

These activities should concentrate on the priority sectors, both at central and decentralized levels, and be linked to the geographical areas defined in the ICP or in sector programmes.

The coordination team will have its communication plan and budget validated by the Steering Committee on a yearly basis. Ongoing coordination efforts with other BTC interventions will be included in the communication plan. If need arises, occasional field missions to the provinces of geographic concentration of the Belgian-Mozambican Cooperation may be foreseen as part of the communication activities of the coordination team.

3.3.2 Result 2: “Needs from the sectors are identified in line with their strategic and policy priorities and formulated into requests”

This result will require an ongoing communication flow and regular contact with institutions related to the priority sectors and cross-cutting themes mentioned in Chapter 2, as well as with other BTC interventions.

Activity 2.1. Six-monthly meetings with key institutions

At least twice a year, the coordination team of the Fund will hold meetings with target beneficiary institutions (BI) to identify opportunities that could be translated into requests addressed to the Fund, on the basis of priorities and evolving needs whether at sector level or in relation to cross-cutting issues. Deadlines for submission of requests will be clearly communicated to target BI across the priority sectors in advance.

Activity 2.2. Support to the formulation of requests

The coordination team will provide methodological guidance to the beneficiary institutions in the formulation of requests. On a demand-driven basis, the coordination team will support the sectors in defining the modality which may best be suited to respond to their needs under the different options available within the Fund. Requests will have to be light, concise and clearly formulated.

Activity 2.3. Set up of a system for processing requests

The project manager will elaborate a rolling calendar to systematically secure the availability of MPD technical staff in view of incoming requests that are expected from BI, and subsequently ensure all the relevant information from the sectors is available and processed on time for the technical validation committee or the Steering Committee meetings.

A technical validation committee will validate all requests submitted by BI, which meet the three conditions detailed below:

1. These requests are not submitted by MPD
2. These requests do not involve the recruitment of an international expertise,
3. These requests do not exceed a 85.000€ threshold.

All requests that do not meet these conditions have to be validated by the Steering Committee members. To that end, the technical validation committee assesses all requests and formulates clear and objective recommendations in order to facilitate the selection to be made by the Steering Committee.

3.3.3 Result 3: “Activities supported through the Study and Expertise Fund are implemented in a qualitative way”

This result will reveal the level of efficiency of the coordination team and the level of compliance of beneficiary institutions with the Fund principles and procedures.

The main asset of the Fund is to be a flexible instrument responding to emergent needs in the priority sectors. Hence the emphasis on the need to guarantee an adequate level of processing of requests and smooth implementation of activities.

Activity 3.1. Finalisation of ToR and set-up of a framework for implementation

Once the requests are validated, the coordination team will liaise with the BI to ensure that ToR are finalised in view of the kick-off of the activity. The coordination team will seek input from relevant technical staff across the different MPD directorates as deemed relevant.

Roles and responsibilities of the different parties involved in the implementation and follow-up of activities supported by the Fund, including BI themselves, will be specified in the procedures manual. For each accepted request, the coordination team will agree on a shared chronogram, referring to the different tasks and deadlines each stakeholder should be aware of in the process.

Activity 3.2. Implementation of activities financed by the Fund

The coordination team will deal with the necessary tendering processes in close consultation with the BI.

The Fund will finance activities as specified in the requests submitted by BI and further specified in the ToR.

See Annex 7.3 for the budget details for the planned Studies/Technical Assistance to be funded through the intervention.

Activity 3.3. Monitoring and resolution of bottlenecks

The indicators proposed in the forthcoming chapter (3.4.) will be closely monitored by the coordination team and serve to identify issues related to the functioning of the Fund. The coordination team will bring issues to the attention of the Steering Committee and propose specific solutions (including adjustments of certain procedures where necessary).

3.4 Indicators and means of verification

Indicators will be developed by the coordination team and submitted for the Steering Committee's approval at the start of the Fund implementation.

The purpose will be to measure general operational management and utilization levels of the Fund, for example:

- Distribution of number of requests across different priority sectors and cross-cutting themes
- Distribution of spending levels among the three priority sectors and cross-cutting themes
- Distribution of spending between central and local level, state and non-state actors
- General distribution of support among different modalities (studies, consultancies, technical assistance, seminars)
- Time between the submission of requests and the approval (or rejection) of these; time between the approval decision and the kick-off of the implementation; and any other amount of time that is relevant for the efficiency of the management of the intervention.

Indicators on content will also be proposed, such as:

- Requests are submitted in accordance to relevant needs to be addressed in the priority sectors
- Activities financed through the Fund are complementary to the ongoing sector projects and programmes supported through BTC.

In addition, indicators on quality (focusing on the implementation process of activities supported by the Fund) will be introduced and monitored through annual satisfaction surveys addressed to beneficiary institutions or non-state actors having received support.

The evaluation of individual studies, consultancies and expertise will be another indicator of the general level of effectiveness of the programme and will be presented to the Steering Committee.

Whenever feasible and relevant, indicators will be disaggregated by gender.

3.5 Risk Analysis

3.5.1 Implementation risks

On the basis of the experience of the Study and Consultancy Fund to date, there is a real risk that sufficient requests will not be obtained from the sectors or beneficiary institutions, or that the quality of requests may cause delays.

Other factors that come into play and that should not be taken for granted but are pre-requisites to ensuring adequate utilization levels of the Fund include the following:

- The SC and coordination team respond to requests in appropriate delays
- MPD has sufficient capacity in terms of availability and quality of staff to coordinate the implementation of the project and contribute to the design of activities, in collaboration with the BTC project manager
- MPD technical staff across different directorates is available to contribute to the design of activities on a needs- and demand-driven basis by the Fund coordination team
- Sector ministries and other beneficiary institutions contribute to design activities
- Project monitoring is adequate including sufficient participation by MPD and other institutions in the project Steering Committee.

| Risks | Risk Level | Alleviation measure |
|---|------------|--|
| Lack of requests from BI in priority sectors or linked to cross-cutting issues | Low | Elaboration and promotion of written procedures in a user-friendly way and availability of coordination team to reply to questions and needs for clarification. |
| Lack of availability of MPD to provide technical input in the ToR or follow-up | Moderate | Coordination team in MPD will establish close relationships and promote the Fund among different technical directorates. |
| Insufficient follow-up of funded activities by BI during implementation | High | Signature of a clear written implementation framework (agreement on division of roles and responsibilities in every step) for each activity. |
| Difficulty of getting the Steering Committee together due to variety of actors involved | Moderate | Members of the Steering Committee (i.e. directors of central and line Ministries) should commit to delegate decision-making authority to their representatives when they are unable to attend a meeting. |

3.5.2 Effectiveness risks

| Risks | Risk Level | Alleviation measure |
|---|------------|--|
| Priorities are not defined by the sectors themselves | High | Role of coordination team to facilitate the inclusion of sectors and ensure that key institutions are actively involved in the identification of needs and formulation of requests |
| Activities are not related to sector priorities | Moderate | Role of the coordination team to keep track of the principles presented in the TFF (further translated into objective criteria in the operational procedures manual) and to raise concerns at the Steering Committee when deemed necessary. As an additional measure, the coordination team could include in the criteria that the activities be reflected in institution's annual work plan. |
| Inequitable distribution of financing and support among sectors (for e.g. due to small number of requests from a given sector either submitted or approved) | Moderate | Role of the coordination team to monitor spending allocations and assess why some sectors may not be benefiting from the Fund, what weaknesses might lie within BI. Bring these to the attention of the Steering Committee and propose solutions or adjustments. |
| Duplication with activities supported by other development partners active in the sector or other interventions supported by the Belgian Cooperation | Moderate | Role of coordination team to liaise with teams working in BTC sector programmes as well as with other DPs supporting MPD and the priority sectors. BTC TAs in the ongoing priority sectors can support the process. In the new sectors where formulations are underway, the BTC representation can ensure this role. As an additional measure, information on submission of requests should be shared with technical working groups set up between development agencies and national institutions at sector level (where applicable). |

3.5.3 Sustainability risks

Ownership will be guaranteed by the fact funding requests emerge from the partner institutions themselves on the basis of their needs at institutional or organisational level.

| Risks | Risk Level | Alleviation measure |
|--|------------|--|
| Lack of follow-up of study, consultancy, expertise or seminar results or outputs after final submission, end of activity or end of contract. | Moderate | Role of coordination team to liaise with on-going BTC interventions in the priority sectors and ask that BTC project or programme teams follow up on the results / outputs with their partner institution. |

3.5.4 Management and fiduciary risks

These risks are considered minor due to the proposed project execution modality with BTC managing project resources. This will ensure better control of financial resources.

4 RESOURCES

4.1 Financial resources

The contribution of the Government of Belgium amounts to EUR 0,75 million. The project will last five (5) years. The Belgian contribution can be increased after exchange of letters (See point 5.7).

The Government of Mozambique will contribute in kind to the project, by providing a furnished office space to the BTC project manager at MPD. MPD will also contribute by putting one of its staff members at the disposal of the project half time to take up the role of national coordinator of the Fund (see Annex 7.1. for the ToR and profile of the national coordinator).

4.2 Human resources

| Position | Number of months | Contracting Party | Type |
|--------------------------------------|-----------------------|-------------------|---------------|
| National Coordinator | 60 months (Half Time) | MPD | Management |
| Project Manager (NTA) | 60 months | BTC | |
| Administrative & Financial Assistant | 60 months | BTC | Support Staff |

As mentioned above, the national coordinator to be appointed by MPD will work half time for the project. Specific input from technical staff across several MPD directorates may also be sought when need arises. This contribution in Human Resources will allow for key and relevant staff to participate in the implementation of the project.

BTC will recruit a long-term project manager to support the implementation of the Fund for a period of 5 years. This project manager will be the counterpart of the national coordinator of the Fund and will be based within MPD in Maputo. He/she should have a background in international project management and experience in working in the public sector in developing countries (see Annex 7.2 for the ToR of the project manager).

In addition, BTC will recruit an administrative and financial assistant for a period of 5 years.

The BTC project staff will be recruited in close consultation with MPD. Recruitment will follow BTC regulations. The Mozambican authorities will sign an agreement on the acceptance of the selected candidate.

4.3 Material resources

This project is primarily a technical cooperation project concentrating on activities supporting capacity development efforts rather than assuring large material investments. It will support the procurement of equipment and materials essential for the implementation of the management of Fund or for creating the proper physical working conditions for the concerned staff.

This will include:

- Production and printing of materials and of the procedure manuals for the various stakeholders;
- Purchase ICT equipment and other basic office materials required for the functioning of the project manager and national coordinator.

| TOTAL BUDGET MOZ 13 026 11 | | | Management Mode | TOTAL BUDGET | % | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|---|--|-----------------|-----------------|----------------|------------|----------------|---------------|--------------|--------------|------------|
| A Institutional and organisational capacity building efforts have been supported | | | | 308.660 | 41% | 251.220 | 46.360 | 6.360 | 4.360 | 360 |
| A 01 | Study and Expertise Fund set up and procedures known | | | 27.000 | 4% | 11.000 | 6.000 | 6.000 | 4.000 | 0 |
| A 01 01 | Elaboration of an operational procedures manual | BTC -Management | | 5.000 | | 5.000 | | | | |
| A 01 02 | Promotion and communication | BTC -Management | | 22.000 | | 6.000 | 6.000 | 6.000 | 4.000 | 0 |
| A 02 | Needs from sectors are identified and requests are processed | | | 1.800 | 0% | 360 | 360 | 360 | 360 | 360 |
| A 02 01 | Six-monthly meetings with key institutions | BTC -Management | | 1.800 | | 360 | 360 | 360 | 360 | 360 |
| A 02 02 | Support to the formulation of proposals | BTC -Management | | 0 | | | | | | |
| A 02 03 | Set-up of a system for processing requests | BTC -Management | | 0 | | | | | | |
| A 03 | Activities are implemented through various modalities | | | 279.860 | 37% | 239.860 | 40.000 | 0 | 0 | 0 |
| A 03 01 | Finalisation of ToR and set-up of an implementaiton framework | BTC -Management | | 0 | | | | | | |
| A 03 02 | ODA MOZ- Procedures Manual; Training and Consultant to ensure update of ODA MOZ data-base | BTC -Management | | 80.000 | | 40.000 | 40.000 | | | |
| A 03 03 | Impact Assessment - Communication Strategy/Activities to increase county's revenue income (Taxes collection) by Autoridade Tributaria | BTC -Management | | 0 | | 0 | 0 | 0 | | |
| A 03 04 | Long term technical expertise - Recruitment of 2 Technical Advisors for SETSAN | BTC -Management | | 119.860 | | 119.860 | 0 | 0 | 0 | 0 |
| A 03 05 | Consultancies MINAG - DE - different studies and consultancies for Direccao de Economia at MINAG | BTC -Management | | 40.000 | | 40.000 | 0 | 0 | 0 | 0 |
| A 03 06 | Consultancies/Studies for SETSAN | BTC -Management | | 40.000 | | 40.000 | 0 | 0 | 0 | 0 |
| A 03 07 | Feasibility study on climate financing for sustainable charcoal production in Mozambique | BTC -Management | | 0 | | | 0 | 0 | 0 | |
| A 03 08 | Gender disaggregated data and planning – MMAS (with UN WOMEN, INE) | BTC -Management | | 0 | | 0 | 0 | 0 | | |
| A 03 09 | Impact of the Rural Families Schools in Mozambique (10 years after the creation of the first school) : futur of the graduates, impact on the communities | BTC -Management | | 0 | | | | 0 | 0 | |
| A 03 10 | Monitoring and resolution of bottlenecks | BTC -Management | | 0 | | | | | | |
| X | Contingencies | | | 840 | 0% | 168 | 168 | 168 | 168 | 168 |
| X 01 | Budgetary reserve | | | 840 | 0% | 168 | 168 | 168 | 168 | 168 |
| X 01 01 | Contingencies | BTC -Management | | 840 | | 168 | 168 | 168 | 168 | 168 |

| | | | | | | | | | | |
|--------------|---|-----------------|--|----------------|------------|----------------|----------------|---------------|---------------|---------------|
| Z | General Means | | | 440.500 | 59% | 88.300 | 109.300 | 82.300 | 80.300 | 80.300 |
| Z 01 | Salaries | | | 360.000 | 48% | 72.000 | 72.000 | 72.000 | 72.000 | 72.000 |
| Z 01 01 | Project manager | BTC -Management | | 258.000 | | 51.600 | 51.600 | 51.600 | 51.600 | 51.600 |
| Z 01 02 | National coordinator (half time) | BTC -Management | | 0 | | 0 | 0 | 0 | 0 | 0 |
| Z 01 03 | Administrative and financial assistant | BTC -Management | | 102.000 | | 20.400 | 20.400 | 20.400 | 20.400 | 20.400 |
| Z 02 | Investments | | | 7.500 | 1% | 5.500 | 500 | 500 | 500 | 500 |
| Z 02 01 | Desk supplies | BTC -Management | | 2.500 | | 500 | 500 | 500 | 500 | 500 |
| Z 02 02 | ICT Equipment | BTC -Management | | 5.000 | | 5.000 | 0 | 0 | 0 | 0 |
| Z 03 | Running Costs | | | 44.000 | 6% | 10.800 | 7.800 | 9.800 | 7.800 | 7.800 |
| Z 03 01 | Fuel for MPD vehicle and taxi transport in Maputo | BTC -Management | | 12.000 | | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 |
| Z 03 02 | Telecommunication costs | BTC -Management | | 12.000 | | 2.400 | 2.400 | 2.400 | 2.400 | 2.400 |
| Z 03 03 | Field Missions in Mozambique | BTC -Management | | 15.000 | | 3.000 | 3.000 | 3.000 | 3.000 | 3.000 |
| Z 03 04 | Training of the project manager | BTC -Management | | 5.000 | | 3.000 | 0 | 2.000 | 0 | 0 |
| Z 04 | Audit, Monitoring and Evaluation | | | 29.000 | 4% | 0 | 29.000 | 0 | 0 | 0 |
| Z 04 01 | Monitoring and evaluation costs | BTC -Management | | 20.000 | | | 20.000 | | | 0 |
| Z 04 02 | Audits | BTC -Management | | 5.000 | | | 5.000 | | | 0 |
| Z 04 03 | Backstopping | BTC -Management | | 4.000 | | | 4.000 | | | 0 |
| TOTAL | | | | 750.000 | | 339.688 | 155.828 | 88.828 | 84.828 | 80.828 |

| | |
|------------------------|----------------|
| BTC -Management | 750.000 |
| Co-Management | 0 |

| | | | | |
|----------------|----------------|---------------|---------------|---------------|
| 339.688 | 155.828 | 88.828 | 84.828 | 80.828 |
| 0 | 0 | 0 | 0 | 0 |

5 IMPLEMENTATION MODALITIES

5.1 Contractual framework and administrative responsibilities

The contractual framework of the intervention “Study and Expertise Fund” is governed by :

- The General Agreement on Co-operation between the Republic of Mozambique and the Kingdom of Belgium, signed the 11th of May 2011;
- The Indicative Cooperation Program between the Republic of Mozambique and the Kingdom of Belgium, signed the 19th of December 2012 ;
- the Specific Agreement to be signed between the Republic of Mozambique and the Kingdom of Belgium.

The Republic of Mozambique, hereafter referred to as “Mozambican party”, designate the Ministry of Foreign Affairs and Cooperation (MINEC) as the signing entity.

The MINEC designates the Ministry of Planning and Development (MPD) as the entity responsible for the implementation of the intervention.

The Kingdom of Belgium, hereafter referred to as “Belgian Party”, designates the Directorate-General for Development Cooperation and Humanitarian Aid within the Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation, hereafter referred to as “DGD”, as the entity responsible for the Belgian financial contribution to the project. DGD is represented in Mozambique by the Attaché for Development Cooperation in Maputo, under the Embassy of Belgium in Pretoria.

DGD delegates the fulfilment of its obligations to the Belgian Development Agency (BTC) represented by the BTC Resident representative in Mozambique as the Belgian entity responsible for the implementation and follow-up of the project. To that effect an “Implementation Agreement - CMO” is signed between BTC and the DGD.

5.2 Technical and Financial responsibilities

The implementation of the project and the achievement of the results will be overseen by a Steering Committee, composed of stakeholders from both Parties.

A fund coordination team will be set up, which will be composed of:

- ⇒ a national coordinator, identified by the MDP, with a no-objection advice from BTC;
- ⇒ a project manager, recruited by BTC under its regulations, after agreement from the Mozambican Party.

The technical and operational responsibility for the execution and achievement of the results are jointly assumed both at the level of the steering committee and the fund coordination team.

BTC will take full responsibility for the management of the Belgian financial contribution, which will therefore be implemented under “**BTC management**”. Following that system, all project expenditures are to be managed directly by the project support staff under BTC supervision and following BTC rules and regulations.

These expenditures will however remain in the framework of the action and financial plans previously approved by the steering committee. It is worth highlighting that the principle of **partnership, collaboration, transparency and reciprocal information** remains applicable regardless of the mode of responsibility sharing.

5.3 Implementation and follow-up structures

5.3.1 Steering Committee

The Steering Committee (SC) represents the highest management level of the Fund. It is responsible for providing the necessary strategic guidance to the fund coordination team and assures that project objectives are timely achieved.

The SC will consist of the following members:

- The Permanent Secretary of MPD (chairperson), or his delegate;
- The Resident Representative of BTC in Mozambique (co-chairman of the SC);
- A representative of the Ministry of Foreign Affairs and Cooperation;
- A representative of the Ministry of Agriculture;
- A representative of the Ministry of Energy;
- A representative of the Ministry of Health;
- The Belgian Attaché for Development Cooperation (as Observer);

The MPD national coordinator and BTC project manager will participate in the SC as observers and take on the secretariat of the meeting.

SC members may designate a delegate to the SC in case they are not able to attend the meeting. However the delegate must be fully mandated to take decisions and commit the absent member for follow-up.

The Steering Committee can invite any other relevant person to attend the Steering Committee as informer and/or observer.

Role and functions:

The SC is mandated to:

- Ensure the roles and responsibilities of the different institutions and entities involved in the fund are clearly defined
- Approve the implementation / procedures manual at the start of the intervention, which includes:
 - o Operational procedures manual
 - o Financial manual
- Approve the requests that are beyond the mandate of the Technical Validation Committee, based on recommendations made by the Coordination Team, or by the two chairmen of the Steering Committee
- Provide implementation and policy guidance to all stakeholders
- Approve the work plan of the fund, including the financial planning
- Approve the six-monthly progress and financial reports
- Endorse the recommendations of the mid-term and end-term reviews (including ensuring the implementation of approved changes recommended by the mid-term evaluation report)
- Ensure that annual external audits are carried out by an accredited accounting firm, appraise any findings and recommendations and follow up on their implementation

- Approve eventual adjustments or modifications of results described in the TFF, while respecting the specific objective, project duration and total budget as described in the specific agreement while ensuring coherence and feasibility of the actions; recommend any essential modifications of the objectives, the total budget and/or the duration of the project to the Mozambican and Belgian Government
- Approve the action plan related to the closing process (planning, last operational and financial commitments), the final report and the final closure of the project, following the procedure mentioned in the guidelines “Closing procedures” provided by BTC
- Approve any changes in the composition and responsibilities of the SC.

Operating mode

- The SC is created at project start-up. It meets for the first time (at the latest) three months after the signature of the Specific Agreement
- Within the limitations imposed by the Specific Agreement, the SC shall lay down its own internal rules
- The SC meets upon invitation of its chair at least twice a year. Extraordinary meetings can be held upon request of one of its member. The invitation shall be received by the members at least 5 working days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents
- Decisions of the SC shall be taken by consensus. Decisions of each meeting of the PSC shall be recorded in minutes signed by its present voting members
- A SC is held at the latest three months before the end of the project activities in order to approve the final report and prepare the modalities of the project closure
- The Fund Coordination Team will act as the Secretariat for the Steering Committee and will provide the necessary information to its members in advance of each meeting

5.3.2 Fund coordination team

The fund coordination team will be headed by a **national coordinator** (appointed by MPD). The coordinator will be assisted by a **project manager** (contracted by BTC) in the daily management of the fund. They both will be supported by an administrative and financial assistant.

The fund coordination team will be based at MPD in Maputo.

In addition to activities described in Chapter 3, the coordination team will be responsible to:

- Ensure the implementation of activities in accordance with the TFF and the approved work plans
- Ensure that all activities outputs are linked to the results and specific objective through a close monitoring based on pre-defined indicators
- Provide technical guidance on programme methodology and strategy
- Establish the work plan and budget that will be presented to the Steering Committee during the first 3 months of the programme starting phase
- Prepare the quarterly progress and planning (activity & finance) reports
- Prepare and submit to the SC the six-monthly progress and planning (activity & finance) reports

- Compile the annual reports and final report at the end of the programme
- Contribute to the preparation and submission of the programme manual – at the start of the intervention – to the SC, which includes:
 - o Operational procedures manual
 - o Communication strategy
 - o Financial manual
- Undertake regular monitoring and report on monitoring findings
- Act as a secretariat of the Technical validation Committee and the SC, ensuring timely and accurate dissemination of reports, request of agenda, drafting of minutes of the meetings, etc.
- Propose to the SC any essential modifications of the objectives, the total budget and/or the duration of the programme to the Mozambican and Belgian Governments
- Tender for the procurement of goods and services in conformity with applicable regulations (BTC).
- Prepare and organize the technical validation committees

The procedures for the functioning of the coordination team will be described in detail in the fund's operational procedures manual.

5.3.3 Technical Validation Committee

A Technical Validation Committee will be set up to analyse and approve within their mandate requests submitted by BI.

The Technical Validation Committee will consist of the following members:

- The MPD National Coordinator (chair?)
- The BTC Project Manager
- The Resident Representative of BTC in Mozambique or his/her delegate
- A representative of the national directorate of studies and policy analysis (DNEAP) of the Ministry of Planning

Technical experts can be invited to provide technical input on the matter.

Role and functions:

The technical Validation Committee is mandated to:

- Analyse all requests submitted by BI
- Approve requests that:
 - o are not submitted by MPD
 - o do not involve the recruitment of an international expertise,
 - o do not under exceed a 85.000€ threshold.
- Provide a written analysis and recommendations to the SC for the requests that are beyond the mandate of the Technical Validation Committee

Operating mode

- The Technical Validation Committee is created at project start-up.

- The Technical Validation Committee meets upon invitation of its chair. The invitation shall be received by the members at least 10 working days before the meeting. The invitation shall include an agenda and supporting documents
- Decisions of the Technical Validation Committee shall be taken by consensus. Decisions of each meeting shall be recorded in minutes signed by its members
- The Fund Coordination Team will act as the Secretariat for the Technical Validation Committee and will provide the necessary information to its members in advance of each meeting
- The procedures for the functioning of the technical validation committee will be described in detail in the fund's operational procedures manual.

5.3.4 The role of beneficiary institutions

Beneficiary Institutions among which, can be distinguished:

- The “**applicant**” who has a role of strategic follow-up. He/she is a national director within the beneficiary institution and has interactions with the Steering Committee.
- The **person responsible for the execution of the request** is a staff member of the beneficiary institution at managerial level. He/she is in charge of finalising the ToR, budgets and calendar of the activities to be financed by the Fund. Once the tender is attributed (by BTC), this person will be delegated (by the applicant) the task of ensuring the activity is duly implemented. This person will have shared responsibility of ensuring the technical follow-up with the national coordination team of the Fund at MPD.

5.3.5 Modalities for implementation of activities

5.3.5.1 Public tendering

Services (studies, consultancies and specific expertise) can be contracted through public tendering.

The duration of services financed by the Fund cannot exceed 24 months.

5.3.5.2 Contract with BTC headquarters

In the case long-term international technical assistance is sought, a contract is signed between the expert and BTC headquarters in Brussels. The duration of the contract will cover a minimum period of 6 months to 1 year (initial contract) and can be extended to a total of 2 years. A prolongation will only be possible on the basis of a positive evaluation.

This type of contract also allows for the provision of either intermittent or ongoing expertise (with a mission of 1 – 3 weeks planned every couple of months) and also includes the possibility of collaborating with public institutions from Belgium.

International experts work within the beneficiary institutions and under their functional authority.

5.3.5.3 Execution Agreements

Execution agreements may be established with partner public institutions.

The basic principle is that any contract must always be awarded following a competition call through a

public tendering procedure as prescribed by the law dated 15th of June 2006 (and its implementing Royal Decrees)³.

Agreements will be used in the following circumstances :

1. When studies, expertise or consultancies are to be carried out by staff members from national public institutions.
2. When studies, expertise or consultancies that are to be carried out by staff members from international public institutions, which are not submitted to Belgian procurement rules and/or which have signed a framework agreement with BTC HQ.

The agreements will be executed following BTC regulations.

5.4 Financial management

5.4.1 Bank account and signing authorities

After signing of the Specific Agreement, BTC Mozambique will open a EURO bank account (main account) and a local currency account (Meticais) for the project funds at a commercial bank in Mozambique.

It shall be operated by double signature of the BTC Resident Representative and the project manager.

5.4.2 Fund transfer

5.4.2.1 First transfer

After signing of the implementation agreement between the Belgian Government and BTC, a first request for funds (cash call) can be drafted by the project manager and submitted to the BTC Representative in Mozambique. The requested transfer amount must be in line with the financial forecast for the first three months. The transfer will follow BTC internal procedures.

5.4.2.2 Subsequent transfers

Subsequent transfers will be provided by BTC on a quarterly basis to the project.

To receive a subsequent transfer, the project must submit each quarter a cash call to the BTC Representative. This cash call must be prepared by the project manager and based on the financial planning and on the utilisation of the previous transfer. The cash call must be signed by the project manager.

The transfer of funds by BTC is undertaken at the start of each quarter, on condition that:

- The accounting for the previous period has been closed and transmitted to the BTC representative,
- An updated financial planning of the current and next quarter has been transmitted to the BTC representative,
- The amount of the request does not exceed the budget balance.

The project manager may submit urgent cash calls with a written justification for the unforeseen

³ See www.ejustice.just.fgov.be

circumstances.

5.4.3 Financial reporting

5.4.3.1 Accounting

The Project Administrator will account for the project following BTC internal regulations for accounting and approval. The accounting must be signed by the project manager and submitted to the BTC Resident Representative in Mozambique.

5.4.3.2 Financial planning

Every quarter, the Project Administrator will prepare a financial forecast for the current quarter and the upcoming quarters of the current Financial Year and the future year based in the MISAU approved plans. The financial planning will be done according to BTC procedures and must be submitted to the BTC representation.

5.4.3.3 Reporting to the Steering Committee

At the Steering Committee, the project manager will present the following financial information:

- Budget monitoring reports,
- Updated financial planning,
- List of the main commitments,
- Budget modification request if required,
- Action plan according to audit recommendations.

5.4.4 Budget management

The total project budget cannot be exceeded. If a budgetary increase is required, a justified request must be submitted to the Belgian Government after having been approved by the Steering Committee. If the Government of Belgium approves the request, an exchange of letters must follow.

The Steering Committee must approve all requests for major budget changes as described in section 5.8. Possible budgetary changes include:

- Modification of the budget structure,
- Transfer of resources between budget lines,
- Use of the reserve allocation.

The management of budget changes must follow BTC procedures.

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

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

5.4.5 Auditing

The projects and its accounts are subject to annual external audits, which have to evaluate:

- Whether the project accounts reflect reality,
- The existence of procedures and their application by the project,
- The economic and efficient use of the project funds.

The Steering Committee will entrust BTC with the elaboration of the ToR for the external audit and the selection of the auditors. The external auditor has to be a certified independent company either national or international. The audit company must abide by international standards of auditing.

The project must be audited at least once during the project's duration.

The auditor's reports must be forwarded to the Project Steering Committee. The audit reports will include recommendations and request of corrective actions.

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

The Steering Committee may request additional audits if necessary.

The Belgian College of Commissioners will yearly audit and certify BTC general accounts. On that occasion, they could also audit the project. BTC Audit Committee can also request that BTC internal auditors audit the project.

5.5 Expenses before the notification of the Implementation Agreement

During the preparation phase, financial commitments and expenses may be made related to recruitment costs, ICT equipment and vehicles. These expenses are estimated at 5,000€.

| | | | | |
|-------|---------------|------------------------------|--|---------|
| Z | General Means | | | |
| Z | 01 | Personnel cost (recruitment) | | |
| Z | 01 | 01 | Technical assistance | 3,000 € |
| Z | 01 | 03 | Administrative and financial assistant | 500 € |
| Z | 02 | Investment | | |
| Z | 02 | 02 | ICT equipment | 1,500 € |
| TOTAL | | | | 5,000 € |

5.6 Procurement

Procurement of goods, services and expertise for all project budget lines will be carried out by the project support staff, following Belgian procurement rules and regulations.

In order to ensure transparency of project procurement practices, the members of the Steering Committee will have access to all administrative, financial and technical documentation regarding project procurement.

5.7 Modification of the TFF

A formal agreement between the Government of Mozambique and the Government of Belgium will be required for the following:

- Modification of the duration of the Specific Agreement of the project,
- Modification of the total Belgian financial contribution to the project,
- Modification of the General or Specific Objectives of the project.

The request of the above modifications has to be motivated by the Fund Coordination Team and approved by the Steering Committee. The exchange of letters requesting these modifications shall be initiated by the Mozambican Government and shall be addressed to the Belgian Embassy in Mozambique.

The Steering Committee can approve the following changes to the TFF:

- Project results and their respective budgets,
- Changes within and between budget lines larger than 10%,
- Indicators for the Specific Objective and /or the results of the project,
- Financial execution modalities,
- The composition and responsibilities of the Steering Committee,
- The mechanism to modify the TFF.

The project manager in consensus with MPD can decide on minor changes in the project activities and budget to the TFF.

5.8 Monitoring & Evaluation

Monitoring and Evaluation (M&E) contribute to achieving more and better results while strengthening accountability, continuous learning and strategic steering.

5.8.1 Monitoring

5.8.1.1 Monitoring at each study or expertise level

All study or expertise funded must provide periodic reporting. This reporting will be carried out by the service provider, the expert recruited or the person responsible for the execution of the request. The reporting mechanism will be foreseen in the terms of reference of the request.

5.8.1.2 Monitoring at project level

Twice a year, the project manager will submit the following reports to the Steering Committee:

1. Narrative / technical reports, including a six-monthly narrative progress report reporting against the project indicators mentioned in chapter 3.4.
2. Financial reports,
3. Six-monthly financial progress report, based on the budget structure in Chapter 4 of this document, including an overview of expenditure and budget monitoring.

Once a year, a result report has to be realized, following BTC regulations and template. The SC approves or disapproves recommendations made by the project team in the annual result Report.

5.8.1.3 Final report

The purpose of final report is to ensure that the key elements on the project's performance and on the development process are transferred to the partner organization, the donor and BTC and captured in their "institutional memory".

This enables the closure of the project (legal obligation for back-donor of BTC), the hand-over to the partner organization and the capitalization of lessons learned. It can be considered as a summary of what different stakeholders might want to know at closure or some years after closure of the project.

5.8.2 Reviews

An external mid-term review will be conducted at the end of project year 2, commissioned by BTC HQ in close collaboration with MPD. The mid-term evaluation will evaluate the project progress and the degree of achieving the specific objective. It will make recommendations on how the project effectiveness can be enhanced and where required to redirect the project results, activities and/or implementation modalities. The mid-term evaluation report will be presented to the Steering Committee that will appraise and approve (if relevant and when appropriate) the recommendations in order to later circulate the report to MPD and other stakeholders represented in the Steering Committee.

In addition, BTC HQ will conduct at least one follow-up mission (with internal and external staff) during the course of the project. The reports of these missions will be shared with the Steering Committee.

An external end-of-project review will be conducted at the end of the project, to evaluate the project achievements and to document lessons learned for MPD, BTC and partners for policy development and for future implementation and projects. The evaluation report will be presented to the Steering Committee, which will appraise and approve (if relevant and when appropriate) the recommendations in order to later circulate the report to MPD and other stakeholders represented in the Steering Committee.

5.9 Closure of the project

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

After the end of the Specific Agreement, no expenditure will be authorised except expenditure linked to commitments taken before the end of the Specific Agreement and detailed in the Minutes of the Steering Committee.

After having fulfilled the requirements related to the project closure, the signatories to the bank account will officially close the account.

Equipment purchased under "BTC own management" will remain the property of BTC during the project and will be handed over to MPD at the end of the project.

6 CROSS CUTTING THEMES

ToR for studies, consultancies, technical expertise and seminars that are supported through the Fund will integrate and take into account cross-cutting themes such as Good Governance, Gender, Climate Change, HIV-AIDS, Child Rights and Social Economy, wherever deemed relevant. In such cases, the cross-cutting theme will be followed during every stage of the implementation of the activity.

Cross-cutting themes can also be the main focus of a given activity and be treated as a central theme in relation with one of the priority sectors.

Particular emphasis will be given to **Good Financial Governance, Gender equality and Women Empowerment, and Climate Change** (as stipulated in the ICP).

7 ANNEXES

7.1 Terms of reference of the national coordinator (MPD)

7.1.1 Job description

On behalf of MPD, the national coordinator will actively participate in the operational management of the Fund, in close collaboration with the project manager throughout the different activities of the intervention and in a spirit of openness, exchange and learning.

In particular, the national coordinator will have from the start a leading role in the conception of guidelines and implementation of awareness-raising activities about the Fund and in establishing contact with sectors and potential beneficiary institutions.

The role of the national coordinator is also to ensure that the relevant technical staff at MPD are brought on board in a timely manner where their input might be required, as well as to ensure that beneficiary institutions improve their capacity to describe their needs and address their requests, so as to guarantee an optimal utilisation of the Fund.

7.1.2 Profile

Qualifications:

- University degree in the area of public management / administration, social science or economics
- Experience in follow-up and evaluation of projects
- Excellent knowledge of basic ICT tools
- Excellent knowledge of the institutional framework of Mozambique

Behavioural skills:

- Taste for organisational and institutional development
- Ability to listen, understand and empathise
- Willingness to share knowledge, whether in writing or orally
- Willingness to acquire knowledge and to apply it
- Good negotiation skills and ability to be oriented towards “clients” and “results”: ability to look for pragmatic solutions in complex environments.
- Interest for the project and willingness to commit to it on the long-term in view of its success
- Good organisational skills
- Sensitivity towards cross-cutting issues

7.2 Terms of Reference of the project manager (BTC)

7.2.1 Job description

The role of the project manager is to ensure the operational management of the Fund, in close collaboration with the national coordinator throughout the different activities of the intervention and in a spirit of openness, exchange and learning.

The job includes responsibilities on the technical, administrative and technical levels.

In terms of technical management:

- Contribute, if necessary, to the drafting of requests and ToR for studies, consultancies and expertise by beneficiary institutions
- Process requests, before their acceptance, so as to appreciate whether they are in line with the objectives of the project and whether their technical quality is acceptable
- Support the beneficiary institutions in finalising the ToR of activities (studies, consultancies, expertise...) that have been approved by the Technical Validation Committee or the Steering Committee and define the best modality to carry out the activity
- Handle technical aspects related to the implementation of activities, in collaboration with those responsible for implementation in the beneficiary institutions

In terms of procurement:

- Process tenders, in close collaboration with the staff of the BTC representation and the beneficiary institutions, and in the framework of his mandate.
- Manage contractual aspects of tenders, including their closure.

In terms of human resources management:

- Contribute to the good integration of international experts in beneficiary institutions and support the experts in their mission

In terms of financial management

- Follow up on smooth roll-out of financial processes in general, in support to the BTC representation, and in the framework of his mandate.
- Prepare periodical financial reporting
- Follow individual budgets of studies and expertise, and propose budget revisions

In terms of reporting

- Prepare period reports on the studies and expertise, on the basis of reports provided by the persons of the beneficiary institutions (BI) responsible for the execution
- Prepare the Fund's periodic and annual reporting

In terms of evaluation

- Participate in the evaluation of the studies and expertise.

7.2.2 Profile

Qualifications:

- University degree in the area of international development, public management or administration
- Excellent knowledge of the concepts of project management, with a minimum of 5 years' experience in project management
- Excellent knowledge of the management of public tendering and administrative and financial management in general terms
- Experience in project follow-up and evaluation
- Excellent knowledge of basic ICT tools (knowledge of operational planning and financial tools is an asset)
- Fluent in written and spoken English and Portuguese..

Behavioural skills:

- Taste for organisational and institutional development
- Ability to listen, understand and empathise
- Willingness to share knowledge, whether in writing or orally
- Willingness to acquire knowledge and to apply it
- Good negotiation skills and ability to be oriented towards “clients” and “results”: ability to look for pragmatic solutions in complex environments.
- Interest for the project and willingness to commit to it on the long-term in view of its success
- Good organisational skills
- Sensitivity towards cross-cutting issue

7.3 Planned Studies/Technical Expertise to be funded through the Study and Expertise Fund

| Description of Studies: | |
|--|--------------------|
| ODA MOZ- Procedures Manual; Training and Consultant to ensure update of ODA MOZ data-base | |
| Manual of procedures | 15.000 USD |
| Training | 24.200 USD |
| Consultant | 13.200 USD |
| Travel Costs/ Perdiems /Allowances | 50.000 USD |
| <i>Sub-total</i> | <i>100.000 USD</i> |
| Sub-total | € 80.000 |
| Impact Assessment - Communication Strategy/Activities to increase county's revenue income (Taxes collection) by Autoridade Tributaria | |
| Consultancy services | 200.000 USD |
| <i>Sub-total</i> | <i>200.000 USD</i> |
| Sub-total | € 160.000 |
| Long term technical expertise - Recruitment of 2 Technical Advisors for SETSAN (details to be finalised with Embassy) | |
| Salaries and Operating Costs (48 MM *€ 15.000) | 720.000 |
| Investments (transport & ICT) | 30.000 |
| Operating costs (48 months @ € 810) | 38.880 |
| Backstopping/Technical review (4 @ € 3.000) | 12.000 |
| Sub-total | € 800.880 |
| Consultancies MINAG - DE - different studies and consultancies for Direccao de Economia at MINAG | |
| Consultancies and studies | 200.000 EUR |
| Sub-total | € 200.000 |
| Consultancies/Studies for SETSAN | |
| Consultancies/studies | 200.000 EUR |
| Sub-total | € 200.000 |
| Feasibility study on climate financing for sustainable charcoal production in Mozambique | |
| Consultancies/studies | 200.000 |
| Sub-total | € 200.000 |
| Gender disaggregated data and planning – MMAS (with UN WOMEN, INE) | |
| Gender data and analysis of selected sectors and policies to support planning and budgeting for poverty reduction, employment creation and rural | |
| Consultancy and Study | 200.000 USD |
| Training | 100.000 USD |
| Coordination and travel | 50.000 USD |
| <i>Sub-total</i> | <i>350.000 USD</i> |
| Sub-total | € 280.000 |
| Impact of the Rural Families Schools in Mozambique (10 years after the creation of the first school) : future of the graduates, impact on the communities | |
| Consultancies | 58.000 EUR |
| Studies + Travel Costs | 10.000 EUR |
| Investment | 2.000 EUR |
| Coordination | 10.000 EUR |
| Sub-total | € 80.000 |
| Grand- Total | € 2.000.880 |

8 REFERENCES

Official bilateral documents

Identification proposal on the Fund for Capacity Building in Mozambique 2013 – 2017, February 2013.

Indicative Bilateral Cooperation Programme 2013-2017 between the Republic of Mozambique and the Kingdom of Belgium, December 2012.

Minutes of the Joint Commission between the Republic of Mozambique and the Kingdom of Belgium, 9th January 2013.

Agreement between the Kingdom of Belgium and the Republic of Mozambique on the creation of a Mozambique-Belgium Study and Consultancy Fund, 2002.

Mozambique strategic documents

Republic of Mozambique, Ministry of Planning and Development, National Development Strategy (Estratégia Nacional de Desenvolvimento – ENDE), August 2013.

Republic of Mozambique, Ministry of Planning and Development, Strategic Plan for Institutional Development (Plano Estratégico de Desenvolvimento Institucional), April 2013.

BTC documents

Annual reports of the Study and Consultancy Fund, 2010 – 2012.

Appreciation report on the bilateral cooperation between Belgium and Mozambique, Preparatory document for the Joint Commission of 2012.