



Organizational Performance Review of the International Department of the Royal Norwegian Society for Development

Norwegian Agency for Development Cooperation

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ISBN 978-82-7548-509-8
ISSN 1502-2528

Responsibility for the contents and presentation of findings and recommendations rests with the study team.
The views and opinions expressed in the report do not necessarily correspond with those of Norad.

Organizational Performance Review of the International Department of the Royal Norwegian Society for Rural Development

Review Report

Oslo, October 2009

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Abbreviations

ABF	- Agribusiness Forum
ACT	- Agricultural Council of Tanzania
BEEP	- Business Experience Exchange Programme
BRITA	- Building Rural Income Through Associations
CSR	- Corporate Social Responsibility
DAIPESA	- Development Assistance Inc Private Enterprises Support Association
EFTAF	- Empower Farmers Through Agribusiness and Financial Services
ESAANet	- East and Southern Africa Agribusiness Network
FFA	- Financial Framework Agreement
IR	- Inception Report
LFA	- Logical Framework Approach
M&E	- Monitoring and Evaluation
MD	- Managing Director
MFA	- Ministry of Foreign Affairs (Norway)
MfDR	- Managing for Development Results
MIS	- Management Information System
NBK	- Norges Bygdekvinnevalg
NGO	- Non Governmental Organisation
NOK	- Norwegian Kroner
Norad	- Norwegian Agency for Development Cooperation
Norcoop	- Collaboration Agreement between Norges Vel and the Norwegian Cooperative Organizations
NUWCS	- National Union of Women Co-operators of Senegal
NVID	- Norges Vel's International Department
ODA	- Overseas Development Assistance
PACE	- Producer Area Co-operative Enterprises (Uganda)
PAH	- Project Administration Handbook
PD	- Project Document
PM	- Performance Management
QA	- Quality Assurance
RBM	- Results Based Management
RNE	- Royal Norwegian Embassy
RUDI	- Rural Urban Development Initiative (Tanzania)
SACCO	- Savings and Credit Cooperative Organisation
SCC	- Swedish Cooperative Council
SIVSA	- Department for Civil Society (Norad)
SME	- Small end Medium Enterprises
TAP	- Tanzania Agricultural Partnership
ToR	- Terms of Reference
UCA	- Uganda Cooperative Alliance
UN	- United Nations
USAID	- United States of America Aid
VFA	- Village (based) Farmers Association
WB	- World Bank

Executive Summary

Introduction

i) The International Department of the Royal Norwegian Society for Rural Development, (Norges Vel) was founded 200 years ago, and is the oldest Norwegian countrywide non-governmental organisation. From 1978 NVID has received financial contributions to development co-operation in ODA countries through FFAs with Norad. NVID presently operates in Eastern and Southern Africa, Madagascar and on the Balkans (MFA programs). The mission of NVID is to contribute to private sector development through strengthening producer organisations, hereunder cooperatives, and increase the producers' control over larger parts of the value chain.

ii) An organisational performance review commissioned by Norad in 2005 had severe consequences for Norges Vel, with over 50 % reduction of the Norad annual grant down to NOK 10 million (later increased again to 12 million) that led to a reduced, consolidated project portfolio. Thorough organisational, management, administrative and personnel changes followed. Following the current FFA (up to 2009), Norad is considering entering into a new FFA from 2010 and in this connection commissioned this present review of NVID.

iii) The review was carried out by a consultant from COWI AS assisted by a staff member of the Norad evaluation department during the period 19 August – 30 September 2009. Prior to a field visit to Tanzania (03 – 10 September) the team prepared an inception report with a brief overview of preliminary findings and identification of focus points for the field visit. The field visit focused on the operations of NVID's regional office in Dar-Es-Salaam, its local partner RUDI and concluded with a case study of the BRITA project that was used as a set of references for the review.

iv) The present review will provide important inputs for the future FFA with Norad. Norges Vel has made commendable progress in reorganization, competence improvement and development of management and QA systems. This review report concludes that although there is ample scope for improvements, hereunder expanding the NVID's Africa capacity, this should provide a good basis for developing the future cooperation with Norad.

Purpose and Scope

v) The main purpose of the review was to identify strategic and organisational success factors and constraints that impact Norges Vel's development work. Special attention should be paid to the organisational and portfolio restructuring with assessment of NVID's development work focusing on strategies, financial and organisational management, monitoring and quality assuring systems, and partnerships.

vi) Following the recommendations of the 2005 review an internal memo was prepared as basis for a decision on the management response from Norad to Norges Vel. This was followed up by a meeting between Norad and Norges Vel, and later at the annual meeting in 2006. The recommendations of the 2005 review are reflected in a matrix (Table 1) with relevant references to the findings and conclusions of the present review. In general Norges Vel followed up most of the recommendations, some are still in the process of being followed up and some have become obsolete.

Conclusions – strategic approach

vii) The development cooperation strategic focus in the Norges Vel international strategy document points to relevant development issues. However, the main challenge

for NVID is not to produce policy papers, guidelines and manuals that conform to the requirements of Norad/MFA, but to implement and deliver on the various items of these documents. The review team observed limited scope and orientation of project documents (PD), monitoring and reporting systems concerning risk management and policy, legal and institutional frameworks in which the project operates. Although NVID is working to improve operationalization of its gender strategy, gender perspectives seem to be taken rather lightly in these documents. The team also observed that there are diverging opinions between Norad and Norges Vel on how well Norges Vel keeps itself updated on experiences and thinking about the new cooperative approaches being discussed internationally.

viii) NVID is making an attempt to transform its development activities from a project to a program approach, however it seems that these attempts are not fully appreciated by Norad. Norad may need to better explain its requirements in this regard in connection with the next FFA. In general NVID's strategy falls within and conforms to the Norwegian policy and guiding principles for development cooperation. This may be further improved on in the ongoing revision of the strategy on international development cooperation.

Conclusions – management, monitoring systems and quality assurance

ix) The new organisational and management structure of Norges Vel is adequate for the new strategy with focus on the core areas of national and international development. The decision making procedures are relevant for its scope and level of the organisation's operation. Of concern is the limited capacity of NVID to identify, appraise, plan, implement, operate and monitor its present and potential new project portfolio with the requested increase in the budget allocation in a new FFA with Norad. Although the review team was impressed by the staff it met both with regard to competence and dedication, the current capacity of the 'Africa section' of NVID is not sufficient. If NVID is to continue and expand on its activities in Africa, more staff with experience and long background in development issues in sub-Saharan Africa needs to be recruited.

x) NVID's local partner RUDI in Tanzania has sufficient capacity for the present level of operation, however, the limited capacity may represent a risk factor in case the BRITA project is being expanded. It is recommended to investigate the potential for other NGOs with similar potentials as RUDI for possible replication of the BRITA model.

xi) There is clarity and transparency in the up to date financial managements system in use with appropriate monitoring of money flows. The accounting system is adequate for handling the Norad allocations under the FFA, and the structure of annual audit of partners' and Norges Vel's accounts comply with the requirements of the FFA. The issue raised by the previous performance reviewer regarding distinctions between administration and project costs, has been adequately cleared. A system with spot checks on the audit reports produced by the local audit companies on partner and project accounts may be considered.

xii) The draft PAH needs revision and improvement on a number of issues, to bring it more in line with the latest Norad guidelines on sustainability assessment, risk and results management, and include analysis of the policy, legal and institutional framework in the country/region within which the project shall function and operate. A PD should include a description of the key elements of this framework with indications on how the project should relate to them. Elements of the wider political, economic, legal, cultural and social context within which NVIDs projects operate may represent

major risk factors that should be dealt with in the risk analysis and management part of the document. In the opinion of the review team PDs are in general too weak on such issues. Improvement of the sustainability analysis and exit strategies is also required.

xiii) The progress reports by NVID partners primarily focus on activities and inputs with relatively weak analysis of efficiency; however, it seems that the situation is improving. A basic prerequisite for review and evaluation of effectiveness and relevance, is that relevant and reliable baseline data are available. The review team did not have sufficient resources to verify this with regard to the whole NVID portfolio. The accuracy and reliability of data provided in the progress reports from NVID partners is of concern in reference to a general experience that reporters may be under-reporting on risk factors and problems encountered and over-reporting on activities and achievements.

xiv) Norges Vel has supported projects with focus on women and it is in the process of developing a strategy on gender equality. The BRITA example shows that gender issues have so far received too little attention in planning and implementation of projects where women are not the specified target group. As indicated, however, NVID is working on following up the strategy in practice.

Conclusions – partnerships

xv) Of the three types of partner organizations NVID is working with, the option with a NGO in a facilitating role would be the best suitable option. If no suitable facilitating NGO is present, working directly with producers' associations and/or their apex organization should be explored. The choice of a local partner should, however, be based on a strategic analysis of what partner profile would be best suitable in relation to the planned outputs and outcome of a given project/ program. An in-depth partner survey should be carried out for the proposed seaweed project in Tanzania.

xvi) The assistance, advice and capacity building provided by NVID to its partners would generally add value and equality to the partnerships, and the review team's general impression is that NVID is actively working on establishing cooperation with their partners on an equal basis.

xvii) For a small NGO collaboration, not necessarily co-ordination, and experience sharing in a network with other donors and NGOs engaged in the same sector is important. In Tanzania, RUDI has an extensive network, and it is connected to TAP, which is funded by Norad. TAP is a facilitating network between most actors in the agricultural sector in Tanzania.

Other conclusions

xviii) It is generally perceived that Norges Vel represents a special competence (the cooperative movement) that is being sought after by Norad and Norway's cooperation partners. The team discussed whether the present funding arrangement requiring minimum 10 % own contribution is optimal, bearing this in mind and the fact that Norges Vel is not acquiring funds through public campaigns. This is, however, a separate policy issue and the team therefore has offered no recommendations in this regard.

Recommendations

1) NVID should focus on a limited number of development concepts, in particular local economic interventions and business development for small and medium scale producers with the purpose to provide capacity building and training assistance for producers (and their supporting framework), ultimately to increase the portions of the

value chain remaining in the local communities. NVID should confine itself to a limited number of projects and activities in order to follow up closely the projects NVID and its partners are involved in.

2) NVID needs to improve its program approach to respond to the specific requirements of Norad regarding planning, budgeting and annual reporting. The Norad requirements should be embedded this in the PAH and reflected it in the planning, budgeting and progress reporting guidelines for NVIDs local partners.

3) NVID should engage more staff with experience and background in relevant development work in Africa, with analytical and development skills. The need for strengthening should also be assessed in relation to NVID's performance in carrying out the full project cycle in line with established policies, strategies and guidelines.

4) Norges Vel should consider introducing a system whereby spot checks are made by a relevant auditor on the audit reports produced by the local audit companies.

5) The PAH should be revised and improved and brought more in line with the latest Norad guidelines on sustainability assessment, risk and results management, also including a model matrix to be included in all PDs on assessment of policy, legal and institutional framework in the country/region within which the particular project shall function and operate. Sections on risk analysis and risk management, sustainability analysis and exit strategies should be strengthened, in particular in the PDs.

6) NVID should through capacity building and training ensure that local partners fully understand, accept and are able to use the PAH when this is fully developed. The training should cover the full project cycle, also including establishment of key baseline data and accuracy in progress reporting.

7) NVID should intensify its attention to gender issues in planning and implementation of projects where women is not the specified target group.

8) NVID should ensure that relevant elements of the Norges Vel's QA system (MIS) is extended to its local partners, and ensure that this is incorporated in the capacity building activities for these partners.

9) NVID should give priority to organisations that can operate in facilitating roles in its choice of local partners. A second option will be work directly with producers' associations and/or their apex organizations.

10) NVID should seek to establish, or become part of country based networks with other donors and NGOs operating in the same sector.

11) Regarding Tanzania the main focus of NVID and RUDI should be on BRITA. The BRITA PD and future work plans need to focus on the role governance, transparency and corruption issues may play in the process of organising farmers and marketing their produce. NVID should summarize some of the main experiences in organising farmers, whereby relevant risks factors could come to light. In 2 - 3 years an independent consultant to be appointed by Norad should carry out an evaluation of BRITA.

1. Introduction

1.1 Background and Main Conclusion

The Royal Norwegian Society for Development (Det Kongelige Selskap for Norges Vel) was founded 200 years ago, and is the oldest Norwegian countrywide non-governmental organisation. It organises some 1000 members, of which 34 are organisations, cooperatives and other producers in Norway. Its main area of work is counselling within the area of natural resources based private sector business development, aiming to assist in developing sustainable local communities. The International Department of Norges Vel (NVID) was established in 1977. From 1978 NVID has received financial contributions to development cooperation in ODA countries through Norad financial framework agreements (FFA). NVID presently operates in southern and eastern Africa, Madagascar and on the Balkans (with funding from Ministry of Foreign Affairs (MFA) programs).

The mission of NVID is to contribute to private sector development through strengthening producer organisations, hereunder cooperatives, and increase the producers' control over larger parts of the value chain. NVID's development assistance is based on values such as environmentally sustainable nature based (mainly agricultural) and marine based production, corporate social responsibility (CSR), participatory democracy, equal distribution of resources and gender equality.

An organisational performance review was commissioned by Norad in 2005¹. The main findings had some severe consequences for Norges Vel. The annual grant from Norad was reduced from approximately NOK 25 million, to NOK 10 million in 2006, and then raised to NOK 12 million annually for the period 2007 - 2009. Changes were made in Norges Vel management structure, and in the NVID's personnel, administrative routines and monitoring and quality assurance systems, followed by reduction and consolidation of the remaining project portfolio. The current FFA covers the period 2007-2009². Norad is considering entering into a new agreement with Norges Vel from 2010 and has in this connection commissioned this new review of NVID. The ToR for the review is attached as *Annex 1*.

The conclusions of the present review will provide an important part of the input for assessing future cooperation between Norges Vel and Norad in a new FFA. Since 2005-06 Norges Vel has made commendable progress in reorganization, competence improvement and development of management and QA systems, hereunder administrative, financial management, accounting, program planning, implementation and monitoring systems. The main conclusion of this review report is that this should provide a good basis for developing the future cooperation with Norad. Although there is ample scope for improvements, hereunder expanding the NVID's Africa capacity, the present Norges Vel presents itself as a competent NGO in relation to the funding mechanisms provided by SIVSA of Norad.

¹ Review of the International Department of Norges Vel, final report, Nordic Consulting Group AS/Norad, October 2005.

² Samarbeidsavtale på strategi og programnivå mellom Norad og Norges Vel for 2007 – 2008, signert 21 mars 2007 med addendum 2009, signert 14.04.2009.

1.2 Methodology and Implementation of the Review

1.2.1. Document studies and interviews

After an inception meeting with Norad to clarify the ToR and agree on a detailed work program and schedule, the work commenced with document studies³, data collection and interviews with Norges Vel and Norad representatives. This activity covered visits to the office of the Norges Vel for review of the NVID's organisation, accounting system, administrative routines and the monitoring and quality assurance system, and how the Department has followed up recommendations from the organisational performance review of 2005. This was also related to consolidation of the NVID's development assistance strategy and restructuring of the project portfolio.

1.2.2. Inception report

The ToR required the team to present an inception report (IR) at the end of August 2009. This report was prepared in response to that requirement and it contained: i) a brief overview of preliminary findings (in chapter 3), and ii) a program and identification of focus points for the field visit to Tanzania. The IR was presented on 31 August and approved in principle by Norad on 01 September 2009.

1.2.3. Field visit to Tanzania

The field visit to Tanzania took place 03 – 10 September 2009 and the program covered interviews with Norges Vel's representative at the regional office in Dar-es-Salaam, the Norges Vel partner Rural Urban Development Initiative (RUDI), the Royal Norwegian Embassy (RNE), and other resource persons. The review team visited project areas for the Building Rural Income Through Associations (BRITA) project and had meetings with RUDI staff, representatives of five Village Farmers Associations (VFA), two Apex associations, local authorities (district and village level) and rice farmers in the Morogoro and Mbeya regions. The program for the visit is incorporated in the work program in *Annex 2*.

The scope of work for the field visit referred to items 2) and 3) of the scope of work in Chapter 2 below and were outlined in section 2.2 of the IR. Relevant projects under the purview of the Norges Vel regional office in Dar-es-Salaam were discussed and documents were studied during the field visit⁴. However, the time and resources set aside for the field visit allowed for an in depth review of only one project and for this purpose the BRITA project was selected as a case study. Observations related to the BRITA project are briefly outlined and commented on in *Annex 3*. Institutions consulted and persons met in Norway and Tanzania are listed in *Annex 5*.

³ Key documents being studied and referred to in this review are listed at the end of the report under Reference documents.

⁴ These included the following projects in addition to BRITA: ESAANet (regional) and EFTAF (Uganda).

1.2.4. Draft and final report

The team has prepared this final draft report with: i) summary 3-4 pages, ii) conclusions and recommendations⁵, and iii) annexes. The Norad template for review reports has been used. This final draft report incorporates comments from Norad and Norges Vel.

Presentation of the final report will take place at a meeting to be organised by Norad with participation of representatives of Norad, Norges Vel and other interested parties.

1.2.5. Implementation and Work Schedule

The work on the review was carried out in the period from 19 August to 30 September⁶, (with preparation of the final draft report on 16 October after receipt of comments from Norges Vel and Norad). The benchmark and deadline dates originally set in the ToR and Contract were as follows:

Commencement of work	19 August
Inception report (draft for comments)	01 September
Final report (draft)	18 September
Final report (incorporate comments)	02 October

The review was carried out by two professionals, one external team leader Mr. Arne Dahlen, Senior Advisor from COWI AS, and one from Norad, Mr. Eirik G. Jansen, Senior Advisor from the Department of Evaluations. A local consultant, Mr. Ignatius Poliect Ngamesha was engaged through the COWI AS's local company in Dar-es-Salaam to assist during the field visit. His main task was to interview local farmers and their representatives in the VFAs.

The team leader has the editorial responsibility for the review report. The division of work between the two team members was presented in the IR in accordance with the ToR.

The review team would like to express its appreciation to all persons and institutions met during its work, both in Norway and in Tanzania and for sharing their experiences and time with the team. Particularly the team would like to thank the NVID regional office and RUDI in Dar-es-Salaam for spending several days with the team and for providing transport and other logistical support. Also thanks to the officials and farmers who offered to meet with the team during a weekend.

⁵ Not to exceed 20 pages according to the ToR.

⁶ The extended deadline for the draft report was approved by Norad due to a request from Norad to postpone commencement of the work with a few days and another Norad assignment for the Team Leader that commenced during preparation of the draft report.

2. Purpose and Scope of the Review

The main purpose of the review was to identify strategic and organisational success factors and constraints that impact Norges Vel's development work. The ToR for the review required that special attention should be paid to the organisational as well as portfolio restructuring following as a consequence of i.a. the findings and recommendations of the organisational performance review in 2005.

The team should review and assess NVID's development work, with a main focus on strategies, financial and organisational management, and monitoring and quality assuring systems, rather than a detailed review of the projects and programs. The scope of the review encompassed the following focal areas:

1) Strategic approach: i) Strategic focus, ii) Ability to maintain a programme approach, and iii) Conformity with Norwegian policy and guiding principles for development co-operation.

2) Management, monitoring systems and quality assurance: i) Organisational structure, information and decision flows, ii) Administrative, financial and technical competence and resources, iii) Clarity and transparency of financial managements systems, iv) Monitoring of money flows, v) Proportionality between administrative and project costs, vi) Systems for disclosing and reporting corruption and financial irregularities, vii) Project/program planning, implementation and monitoring systems, viii) Quality assurance of all levels of the result chain: Efficiency (relation input-output), effectiveness (relation objectives-outcome), relevance (relation policies/priorities-outcome/impact), ix) Gender equality, x) Risk assessment and management of risks, and xi) Sustainability and exit strategies.

3) Partnerships: i) Strategy for choosing partners, ii) Systems, routines and quality assurance of reporting from local partner, iii) Added value in partnerships, iv) Equality in partnerships, and v) Co-ordination and collaboration with other donors.

In addition, the team was supposed to evaluate any other matter it would find relevant to support the purpose of the review.

3. Findings and Conclusions

3.1 Follow up of the 2005 Review Report

Observations made by the 2005 (April) review demanded radical adjustments of some practices in order to bring them in line with already established NVID guidelines and requirements of the FFA with Norad. The recommendations reflected in the matrix in Table 1 below were limited to what was seen as most important elements of NVID on the strategic, organisational, and operational levels.

An internal memo was prepared to the Norad Director General as basis for a decision on the management response from Norad to Norges Vel. This is contained in a letter dated 12 December 2005. The letter was followed up by a meeting between Norad and Norges Vel on 24 March 2006 and then at the annual meeting on 18 May 2006. The mandate for the Norad delegation included a reference to a report of April 2006 from a new consultant company on an appraisal of the Norges Vel applications of the 2005 report recommendations. Applicable key issues of that appraisal are included in the matrix in the table in brackets () under Recommendations of the 2005 review. Relevant references to the findings and conclusions of the present review in Chapter 3 are included in brackets under Actual follow up.

Table 1 The 2005 Review Recommendations and Follow Up

No	Recommendations of the 2005 review	Actual follow up
	Strategic level	
01	Re-evaluating the overall strategy (substantiate and communicate measures taken)	<i>Overall Norges Vel strategy revised and issued in 2008, incorporating international development.</i>
	Lack of sustainable solutions	<i>Revised the project manual (present Project Administration Handbook – PAH), improved identification, planning, implementation procedures.</i>
	Weak cooperating partners (concerned partners in Central America only)	<i>Better scrutiny of potential partners through administrative analysis (presently carried out for partners in Africa).</i>
02	NVID's lack of own funds	<i>This is normally provided by Norwegian members/ partners of Norges Vel. Norad requirement of 10 % from own funds may be questioned (ref 3.2.4 ii).</i>
	Mobilise own resources (clarify and justify calculation of administrative costs)	<i>See above. 10 % of total project budget mobilised as a rule in accordance with the FFA with Norad. The present FFA states that all expenses outside Norway shall be considered project expenses, not administrative. Administrative costs as a rule calculated as 8 % of the Norad grant (ref.3.2.2 v)</i>
	Alternatively: consider options for increased flexibility and independence	<i>NVID is considering other Norad funded alternatives through special funds allocations: i) Forest/Climate, and ii) Clean Energy. Allocations from these funds are 100 % of project costs.</i>
	Organisational level	

03	Reorganise NVID's Norcoop alliance position	<i>This issue is no longer applicable. Norcoop was only an ad hoc set up for information exchange and collaborative meetings with no formal responsibility. Norcoop does not function anymore.</i>
	Reconcile direct control in Norcoop as described in FFA with Norad	<i>As above, not applicable.</i>
	Implement organisational setups as in FFA and recommended model	<i>Norges Vel was thoroughly reorganized, representative office for East and Southern Africa established in D-e-S in 2007. NVID also has representative offices in Kosovo and Macedonia for the MFA financed projects.</i>
Operational level		
04	Clear focus on poverty alleviation in project targets (elaborate and institute mechanisms for poverty alleviation and/or sustainable business development)	<i>This is overall development objective in all projects, however, focus for private sector business development needs to be on producers with potentials for development, which presently is the main strategy in the two NVID programs.</i>
	Critical review and assessment of all projects in conformity with NVID's vision and fundamental principles	<i>This is being done at present (ref 3.2.1 iii).</i>
	Elaboration of precise and clear PDs in accordance with NVID's Project Cycle Manual	<i>As above, however, not to a satisfactory extent, deviations from manuals and guidelines are in some cases required due to local conditions and risk (critical success) factors (ref 3.2.2 vii).</i>
	Reviewed PACE project to be examined re number of ACE and SACCO organisations	<i>The PACE project was reviewed separately in 2005 by Opportunity Consulting. In addition BEEP was evaluated by Noragric in 2009.</i>
05	Assessment of competence and capacity (need to document competence improvement of NVID and partners)	<i>Done in 2005-06 for all Norges Vel staff. Competence developed in line with requirements of revised strategy. A professional profile of NVID was developed for assessment in this review (ref 3.2.2 ii). Competence of partners being scrutinised in the administrative analysis exercise.</i>
	Terminate project components lacking basis in NVID and partner competence and capacity	<i>A number of projects completed and/or terminated, among others those in Central America (closed down in 2006). The decisions to close down were made in collaboration with Norad.</i>
06	Verification and improvement of working concepts	<i>To be verified in PDs reflecting the PAH (previous Manual) and the Norges Vel QA system (e.g. MIS). (ref 3.2.2 vii)</i>
	Strengthen capacity to assure testing of ideas and incorporation and institutionalisation of experiences in new programs and procedures	<i>Internal exchange of experiences within NVID and the whole of Norges Vel organisation improved since the 2005 reorganisation with development of strategies, handbooks, guidelines reporting procedures, QA system, e.g. a new MIS for the organisation, which is beginning to function as an integral part of Norges Vel's daily operations (ref 3.2.2 i, iv, viii)</i>
07	Monitoring essential indicators	<i>M&E system is part of the new PAH. (ref 3.2.2 vii)</i>
	Monitoring system to focus on achievements (NVID need to provide info on M&E systems in use)	<i>M&E system shall measure results and outcome (ref 3.2.2 viii).</i>
	Institutionalise reporting systems	<i>The PAH and the QA system institutionalise the reporting system (ref 3.2.3 ii)</i>

3.2 Findings and Conclusions of the Present Review

Initial findings from observations made from interviews and study of agreements, reports, appraisals, accounts and other documents were indicated in the IR. The initial findings were used as basis for detailing the plan and focus points for the field visit as described in section 2.2.3 of the IR. Following the field visit and further interviews and document studies, the findings and conclusions of the review are structured in reference to the scope of the review that encompasses a number of focal areas under the three main headings: 1) Strategic approach, 2) Management, monitoring systems and quality assurance, and 3) Partnerships.

3.2.1 Strategic approach

i) Strategic focus. The Norges Vel Strategy approved in 2008⁷ incorporates the overall NVID strategy for development cooperation. The strategy for development cooperation⁸ will, according to NVID be subjected to a revision later in 2009. The strategy focuses on:

A) Products:

- a) process and project management;
- b) value chain development in collaboration with local partners;
- c) training and capacity building; and on

B) Areas of Competence:

- a) sustainable private sector/business development, hereunder: gender equality and participation of women, environmental and ecological aspects of development interventions;
- b) enterprise/business organisation and collaboration arrangements, hereunder cooperatives as type of enterprise;
- c) business development for small and medium enterprises (SMEs);
- d) competence linkages and networks development;
- e) market access for small producers; and
- f) Corporate Social Responsibility (CSR).

The strategic focus of NVID is being followed up in the **two programs on key thematic areas:** a) natural resources based business development, and b) marine business development. In both of these programs the project focus is on organisation of small scale producers. This includes a cooperative approach and also other models to achieve increased local business and value chain development for producers. NVID states that the marine program shall be reoriented towards organisation of producers from the present support through a commercial procurement company.

Norges Vel has developed ethical guidelines (March 2009) and NVID is presently working on two additional strategies: i) gender equality and professional participation of women in international work, and ii) international strategy for good governance and anti-corruption.⁹

ii) Ability to maintain a program approach. NVIDs present project portfolio financed through the FFA with SIVSA of Norad is concentrated in two programs as indicated above. Reporting in accordance with the Norad reporting format and guidelines¹⁰ was

⁷ Strategisk Plan 2008 – Norges Vel.

⁸ Strategi og arbeidsmetoder – Norges Vel's internasjonale arbeid, 2009.

⁹ i) Strategi for arbeid med likestilling og kvinners deltagelse i internasjonalt utviklingsarbeid, med faglig begrunnelse (utkast august 2009, ii) Norges Vels internasjonale strategi for god styresett og antikorrupsjon (under utvikling).

¹⁰ Skjemaer for statusrapport og resultatrapport (2008).

for 2008 done in reference to these two programs. However, planning and budgeting is still basically done on a project to project basis. The review team has not considered the project portfolio under the MFA grants, as this is outside the ToR of the team and the MFA requirements in this regard are different from the Norad requirements.

iii) Conformity with Norwegian policy and guiding principles for development cooperation. The present Norwegian policy and guiding principles for development cooperation are mainly expressed in three key documents: a) Government Report (white paper) No 35 (2003-04) on the Fighting Poverty Together – a holistic development policy, b) Government Report No 13 (2008-09) on climate, conflict and capital, and 3) Strategy towards 2010, Norad/MFA May 2006. Other documents with particular relevance for financial support to civil society (here NGOs) are: a) chapter 8 of white paper No 35 above, b) the Rattsø report on NGOs in development cooperation, June 2006, and c) Principles for Norad’s support to civil society in the south, May 2009.

The NVID’s present strategy, programs and projects being subjected for this review are well within the frameworks of the Norwegian policy and strategy documents referred to above. This is also the case in relation to geographical coverage, which is firmly in countries with long standing cooperation with Norway. The Report No 35 states among other things that the NGOs receiving Norad civil society development support shall: a) promote economic development in local communities for instance through marketing arrangements, b) strengthen local partners’ organization and capacity, c) contribute added value, and d) support general capacity building in the civil sector.

The NVID strategy also conforms with the Norad Strategy towards 2010 regarding civil society development support and support to the private sector. Its overall development strategy coincides with the statement in the Government Report No 13 (2008-2009) on Climate, Conflict and Capital that among the three elements which are crucial for development are an active civil society and a viable private sector.

The review team has not considered to what degree the NVID’s choice of programs, projects and partners reflect any strategic partnerships that may be supported by the respective RNE in the individual countries in reference to country specific sector strategies. However, to the degree that the RNE involves itself in the programs and operations of the NGOs receiving grants through FFAs with SIVSA, it may be assumed that these issues are brought up in the dialogues between RNE and the particular NGO, here the NVID.

Conclusions – strategic approach

In its analysis of the findings with regard to the strategic approach of NVID, the review team has drawn the following conclusions:

i) The development cooperation strategic focus in the Norges Vel international strategy document points to relevant development issues. However, the real issue of course is to what degree the strategic focal points in the document are followed up in the real life situation. It is the opinion of the review team that the main challenge for NVID is not to produce policy papers, guidelines and manuals that conform to the requirements of Norad/MFA, but to implement and deliver on the various items of these documents.

In this regard, the review team has observed¹¹ two important issues: a) the limited scope and orientation of project documents (PD), monitoring and reporting systems on risk management and the policy, legal and institutional frameworks in which the project

¹¹ Observations limited to the BRITA project and RUDI as the partner.

operates, and b) the limited elaboration of gender perspectives in relation to what could realistically be expected in the project and program interventions by NVID's cooperation partner. Item a) will be commented on further in conclusions of section 3.2.2. With regard to gender equality the team met both with female farmers, VFA and Apex committee members in Tanzania, but no senior female officers in RUDI or in the district level support apparatus. NVID is, however, working on improving incorporation of its gender strategies in plans and programs and in this regard it may be mentioned that NVID recently received acclaim from the RNE in Maputo for the gender perspectives in its support in Mozambique.

Norad expects that Norges Vel should have professional competence and capacity to keep itself updated on the new thinking around cooperatives that goes on internationally, and that this should be reflected in plans and programs where organization of producers is a key element. The team observed that there are diverging opinions between Norad and Norges Vel on how well Norges Vel actually is doing this. In connection with preparing for the new FFA, Norges Vel should therefore ensure that its competence on the present international knowledge, experience and thinking about cooperatives is reflected in relevant programs and projects.

ii) NVID is making an attempt to transform its development activities from a project to a program approach. Also in this regard, the team observed diverging opinions between Norad and Norges Vel on how well Norges Vel is complying with the Norad requirements. Norad may need to explain its requirements better for NVID to fully understand and comply with these in connection with preparations for the new FFA.

iii) To a large degree the NVID strategy falls within and conforms to the Norwegian policy and guiding principles for development cooperation. This may be further improved on in the ongoing revision of the strategy on international development cooperation.

3.2.2 Management, monitoring systems and quality assurance

i) Organisational structure, information flows and decision making. Norges Vel has since a new management was put in place from 2005/06, reorganised its structure in line with a new strategy with focus on core areas: a) national development with thematic/professional divisions, and b) international development with geographical and professional divisions and more focus on poverty reduction through economic/business development. The management embarked on a process of competence scrutiny of key staff with a purpose of adapting competence to reflect the new strategic targets. The number of employees were reduced from 42 to 30 through voluntary resignations, and with recruitment of new, young professionals, the number is presently standing at 42 again.

A new management forum has been established. This forum is chaired by the Managing Director (MD) with participation of department heads and other key staff. It meets every two weeks and make decisions on new projects within the financial framework authority of the MD (NOK 1,5 million). Operational responsibilities rest with the department heads based on delegation of attorney (decisions up to NOK 250,000), and guided by the management forum. The Board of Directors meet 8 – 9 times a year and make decisions on formal and strategic issues and the MDs quarterly reports. Department heads meet on the Board on average twice a year. The MD maintains continuous communication with the Chairman of the Board.

ii) **Competence and resources.** The administrative and financial competence and resources are under the Director of Administration and the Chief Accountant of the

Norges Vel Department of Administration that is handling all administrative, financial and accounting issues of the NVID as well. Technical competence and resources available for international operations under NVID are not limited to the professionals employed in this department. When required NVID uses professionals from other Norges Vel departments, Norwegian partner organisations, or engage consultants. However, this is done only to a limited degree, as NVID mostly uses own people in the programs and projects.

The professional profile of NVID may be summarised as follows: After the review of NVID in 2005 many of the older staff in the department retired or moved on to new positions. The current staff in the department consists of a total of 8 persons, of whom five have some experience from Africa. Four of these are between 30 and 42 years old. The Director of NVID (42 years old) has extensive experience in cooperating with development partners, including UN organizations, the World Bank, national governments and NGOs. He has specialized in strategic program/project planning and management of development aid programs. He has spent six years with resident missions (UN and RNE) in Africa and has experience from a wide range of sectors and thematic areas.

Two senior advisors have many years each of project management experience at the grass-root level in various African countries. One of these advisors has for the two last years built up Norges Vel's resident office in Dar-Es-Salaam. Two other staff members have experience in management and administration but with very limited experience from Africa. The educational background of the staff of the NVID is relevant, but varies. The staff has a background in the social sciences, economics, administration and agricultural science.

There are presently only two of the NVID program officers engaged on full time on the two programs supported through the FFA with Norad in Africa, of whom one is the resident representative in Tanzania. The Tanzania office is in the process of employing a local consultant to work with BRITA in particular, a development supported by the review team. Five of the other program officers are engaged on the MFA supported projects on the Balkan.

The review team also met with RUDI in Tanzania. Although the team did not purposely study the capacity and competence of RUDI, it would be appropriate to offer its observations in this regard. RUDI is a small NGO with a very competent leader. It has a small administration in Dar-Es-Salaam and 3 project managers in the field. The BRITA budget finances for all practical purposes all operational costs of RUDI.

iii) Clarity and transparency. There is clarity and transparency in the up to date financial managements system in use with appropriate monitoring of money flows. A new quality assurance system (e.g. MIS) was introduced from 2009 with a document structure on: a) strategy and management, b) development work including a national project handbook and an international project administration handbook (PAH) presently being developed, and c) economic and financial management. The latter includes a new accounting system and procedural guidelines, incorporating an administrative manual for branch offices abroad. Norges Vel has also issued a detailed manual on accounting policies and procedures for Eastern and Southern Africa that was latest revised in April 2009.

iv) Monitoring of money flows. The accounting system of relevance for the Norad allocations under the FFA may be summarised as follows: a) each project is given a project number, a separate bank account is opened and separate accounts maintained until closure of the project; b) the Norad-NVID division of payment 90-10 is from 2009

done at the closing of the project account at the end of each year (not as before on each payment); c) internal NVID invoices are generated from timesheets at NOK 650/hr plus expenses, charged on the relevant project account (debited project account and credited Norges Vel account); d) the 8 % for administrative expenses from the Norad allocation is credited Norges Vel account and debited the project account on approval of budget and transfer of funds; and e) all expenses related to the regional office in Tanzania are divided on the projects operated by the office in accordance with a key totalling 100 %.

Annual audit reports on the partners' accounts are produced in accordance with international standards from reputable companies and are routinely sent to Norges Vel in accordance with the FFA. The Norges Vel accounts are audited under Norwegian regulations and laws and relevant reports provided to Norad as per FFA.

v) Administration and project costs. The present FFA states that all project related travels by Norges Vel (and Norwegian partner) personnel involved with a project shall be charged on the relevant project, e.g. to be regarded as technical assistance. An example to illustrate how a project is financed:

Project budget NOK 2 million:

- Norad amount 90 % - NOK 1,8 mill.
- Plus 8 % for administration - NOK 144,000, total 1,944,000 from Norad.
- NVID/Partner amount 10 % - NOK 200,000 – project operational budget NOK 2,0 mill. plus NOK 144,000 for administration, total NOK 2,144,000.
- The part of project funds budgeted and spent by the local partner and the part by NVID (regional office or by home office) will vary from project to project. Project specific annual budgets where these costs are identified require approval in line with internal Norges Vel regulations maintained by the management forum (see item i) above).

vi) Corruption and financial irregularities. As indicated above, there is a system for local audit of partner and project accounts in place, using internationally recognised audit companies. This system is supposed to disclose any irregularities, corruption and eventual misappropriation of funds. The concern for this is also built into the FFA with Norad, the NVID procedures for administrative analysis of local partners and is reflected in the Norges Vel ethical guidelines and the NVID international strategy for good governance and anti-corruption (under development).

Taking Tanzania as a case, it is well known that corruption is rampant and that misappropriation of donor funds take place more as a rule, than as an exception. Experiences with some other Norad supported programs shows that not all local auditing companies (although being part of an international chain of audit companies), are able to disclose eventual corruption and financial irregularities within the general scope of work for audits. The audit reports for the BRITA project in Tanzania presented for the review team were produced in accordance with the FFA and they showed no serious irregularities.

The same applies to audit reports of the ESAANet project (however, here the auditor noted some unclear issues regarding internal control in the ABF accounts in its report for 2008). The audit reports of the local partner/project accounts are routinely being appended the annual Norges Vel accounts presented for audit under Norwegian regulations.

vii) Project/program planning, implementation and monitoring systems.

Internationally recognised principles, systems and guidelines for project/program panning, implementation, result and risk management, monitoring and evaluation being applied in development cooperation, have been around for quite some time. Manuals using concepts such as MfDR, RBM, PM and LFA are readily available on a number of websites and from Norad. Donors are committed to implement results based approaches in adherence to the Paris declaration on the effectiveness on aid and the Accra Agenda for Action. The OECD/DAC evaluation criteria are widely used and relevant indicators are available from a large number of sources. The relevant Norad/MFA guidelines are, among others: a) Development Cooperation Manual (2005), b) Assessment of Sustainability Elements/Key Risk Factors – Practical Guide (2007), and c) Results Management in Norwegian Development Cooperation – a practical guide (2008).

NVID has for some time had an operational project manual, that has been revised and presently a new document Project Administration Handbook (PAH) is being reviewed internally by Norges Vel. The PAH is a step forward, however, the draft provided to the review team is in need of revision and improvement on a number of issues.

The review team has studied the PDs on BRITA for 2007 and 2008. The documents use a results management approach whereby activities and resource inputs are designed and assessed in relation to defined outputs. Attempts are also made to assess factors ensuring sustainability and the documents contain relevant Log frames. Roles and responsibilities of key stakeholders are also described. The team did not check in detail how the PDs are embedded in the NVID's revised project manual and since the draft PAH was produced later, it could not influence the two PDs.

viii) Quality assurance on efficiency, effectiveness and relevance. The a) efficiency (relation input-output), b) effectiveness (relation objectives-outcome), and c) relevance (relation policies/priorities-outcome/impact) are key elements in M&E systems. These elements are supposed to be included as integral parts of the PAHs chapters on progress reporting, and M&E, hereunder performance monitoring. Quality assurance on efficiency should be a key element of assessment and control of the progress reports, e.g. to what degree is the project achieving the planned outputs within the planned and budgeted use of inputs.

Project specific reviews and evaluations are commissioned by NVID and conducted by contracted independent consultants, and assessment of efficiency, effectiveness and relevance are supposed to be embedded in these reviews and evaluations. The most recent evaluations carried out (2009) are on the Business Exchange Programme (BEEP) in Tanzania, Malawi, Zambia and Uganda, and the NBK/NUWCS Partnership in Senegal. The BEEP report reflected the DAC evaluation methodology approach. The NBK/ NUWCS evaluation report did focus on results (achievements) and constraints (limits), but did not elaborate on efficiency, effectiveness and relevance.

A prerequisite for the reviewers and evaluators to be able to analyse effectiveness and relevance of a project is that there are relevant and reliable baseline data available. However, the BRITA PDs make little reference to information that could be used as baseline data and constitute a departing point for assessments of results.

ix) Gender equality. Norges Vel is in the process of developing a strategy on gender equality and professional participation of women in international work. The draft produced so far points in the right direction. However, there is little use in having an up to date strategy if this is not followed through in all steps of the project circle.

Some comments are offered previously on the gender equality status related to the BRITA project. The BRITA PDs, however, offers few clues as to how the project implementers intend to work towards the aim of increasing participation of women particularly on levels above the farmer level (women are fairly well represented among the farmers and to a degree on the VFA committees).

x) Risk assessment and management analysis. This is an integral part of the strategy, planning and LFA workshop procedures (when conducted). The administrative analysis routinely being carried out on potential partners also make assessment of risks related to the competence, capacity, organisation and operational procedures of the partner. Comments on the appropriateness of risk assessment and management are offered under Conclusions below.

xi) Sustainability and exit strategies. NVID staff has expressed that they now make attempts to build in exit strategies in the PD's (e.g. how activities can be maintained and local partners be able to continue after pullout by donor partner). It is generally accepted that it is difficult and sometimes not possible to detail in the planning stage of a project because it is a participatory approach, and there are changing conditions and frameworks during implementation. Exit strategies may therefore be revised during later reviews.

The BRITA PDs contain a chapter on factors ensuring sustainability, but no defined exit strategy, neither for RUDI in its support to Apex organisations and VFAs, nor for NVID in its support to RUDI.

Conclusions – management, monitoring systems and quality assurance

The review team has in its analysis of the findings with regard to management, monitoring systems and quality assurance, come to the following conclusions:

i) The new organisational and management structure of Norges Vel seem to be adequate for the new strategy with focus on the core areas of national and international development. The decision making procedures are relevant for its scope and levels of organisation's operation.

ii) The limited capacity of NVID to identify, appraise, plan, implement, operate and monitor its present and potential new project portfolio with the requested increase in the budget allocation in a new FFA with Norad, is of concern to the review team. There are presently only two NVID staffs working full time on the two programs being financed by Norad (possibly the new director of NVID may allocate some of his time on the two programs presently being implemented in Africa).

The review team is of the opinion that it is important for NVID and its partners to have presence in Africa and follow and monitor the projects they manage closely. The review team was impressed by the staff it met both with regards to competence and dedication. No doubt, much experience has been gained by NVID in the field of farmers' associations, providing training to them and assisting them to market their produce. The team also welcomes the initiative to employ a local consultant to work on the BRITA project, which may open up for gradual expansion of the project to cover an increasing number of VFAs and farmers.

Nevertheless, the review team is of the opinion that the current capacity of the 'Africa section' of NVID is not sufficient. This is because only three members seem to have sufficient working experience in Africa. If NVID is to continue and expand on its activities in Africa, more staff with experience and long background in development issues in sub-Saharan Africa needs to be recruited. The new staff should have

knowledge about the new ways and models of organizing farmers. It is also important to strengthen NVID with a new staff member who possesses knowledge in the field of 'political economy', institutional and contextual analysis which is required to understand the frameworks within which the projects of NVID operate.

The need for human resources and competence must also be assessed in relation to the requirements of Norad regarding the NVID performance in carrying out the full project cycle in line with established policies, strategies and guidelines.

With regard to the BRITA program in Tanzania, the capacity of NVID's local partner RUDI appears to be sufficient for the present level of operation. The limited capacity of RUDI may, however, represent a risk factor in case the BRITA project is being expanded. There is clearly a scope for such expansion and it is important that this in case is planned with the capacity of both NVID and RUDI clearly in mind. An option in this regard was indicated by TAP; RUDI and NVID should seek to identify other NGOs with similar potentials as RUDI for possible replication of the BRITA model.

iii) As indicated, there is clarity and transparency in the up to date financial managements system (part of the new MIS/QA system) in use with appropriate monitoring of money flows.

iv) The accounting system now in operation in Norges Vel is adequate for handling the Norad allocations under the FFA. The structure of annual audit of partners' and Norges Vel's accounts complies with the requirements of the FFA. For additional comments, see item vi) below.

v) The issue raised by the previous performance reviewer regarding distinctions between administration and project costs, has been adequately cleared.

vi) Based on experience from some other projects in Tanzania, it may be advisable to institute a system whereby spot checks are made on the audit reports produced by the local branches of international audit companies on partner and project accounts. These spot checks may be carried out by the Norges Vel auditor or an outside independent auditor, and be financed on the respective project budget upon prior approval by Norad.

vii) The PAH is a step forward in structuring the NVID project management processes, however, the draft provided to the review team is in need of revision and improvement on a number of issues. It should be brought more in line with the latest Norad guidelines on sustainability assessment, risk and results management. An important element in all development intervention that is regularly taken too lightly by project planners (including NVID), is the policy, legal and institutional framework in the country/region within which the project shall function and operate. The PD should include a description of the key elements of this framework with indications on how the project should relate to them. Elements of the framework may represent major risk factors that should be dealt with in the risk analysis and management part of the document.

The PAH and PDs made available to the review team are in general too light on risk analysis and plans for risk management. The documents (and projects) would also benefit from improvement of the sustainability analysis and exit strategies, which are virtually non existent in the PDs. This is surprising given the many and spectacular failings of organizing farmers into cooperatives and associations in Tanzania. The review team believe NVID and its partner RUDI have substantial knowledge about how the various contextual factors that regularly causes the lack of success, but very few of these are mentioned in the PD. Some of the risk factors related to the BRITA project, identified by the review team during the field visit in Tanzania are mentioned in the BRITA case study in *Appendix 3*.

For the BRITA project there are PDs for each of the years 2007 to 2009. There is extensive repetition of issues and texts in the PDs. This is not necessary, instead more effort may be put into preparation of the initial PD with an overall activity plan and budget. Annual work programs with budgets shall then be subjected to annual meetings. The annual meetings and/or regular reviews may come up with issues that may merit amendments of the PD.

viii) A general impression is that the progress reports by NVID partners primarily focus on activities and inputs with relatively weak analysis of efficiency. The BRITA project indicates, however, that the situation is improving. With regard to review and evaluation of effectiveness and relevance, it is a basic prerequisite that there are relevant and reliable baseline data available. The review team did not have sufficient resources to verify this with regard to the whole NVID portfolio.

An issue of concern is the accuracy and reliability of data provided in the progress reports from NVID partners. It should be recognised that reports from partners may be biased, and could be an account from a partner with interests attached to the results that are reported upon. General experience indicates that reporters may be under-reporting on risk factors and problems encountered and over-reporting on activities and achievements. Improved interaction with, and training of the local partner, as well as routines with thorough scrutiny of reports together with the local partner, may improve accuracy of reporting.

ix) Although Norges Vel has supported projects with focus on women, and is in the process of developing a strategy in gender equality, the findings of the review team indicates that gender issues have received too little attention in planning and implementation of projects where women is not the specified target group. It is therefore important that the new strategy is being followed up in practice.

x-xi) Risk assessment and management is an element that clearly needs to be strengthened in the PDs of NVID supported projects. Some comments on this and on sustainability and exits strategies are offered under vii) above.

3.2.3 Partnerships

i) Strategy for choosing partners. NVID follows a procedure of administrative analysis in choosing local partners after an initial review of potential candidates. In practical terms, NVID has chosen partners mainly based on which local organisation would be best positioned, with the most relevant competence and having sufficient capacity to fit into the NVID strategy, being potentially able to carry out the project, and with no known negative references. This approach has led to that NVID presently works with three distinctively different types of partners for implementation of projects:

a) A commercial marketing company procuring the produce from the producers (NVID target group), as in the marine program in Madagascar;

b) A cooperative Uganda Cooperative Alliance (UCA) forming the umbrella or apex for the local producers' organisations (NVID target group) as in the project: Empower Farmers Through Agribusiness and Financial Services (EFTAF) in Uganda. UCA is the umbrella cooperative organisation and at the same time implementer of projects supported by NVID and Swedish Cooperative Centre (SCC); and

c) A NGO (RUDI) functioning as a facilitator for strategic development interventions aimed at establishing sustainable producer marketing organisations (NVID target group), as in the BRITA project in Tanzania. RUDI has an extensive network and is not directly in a line function with the VFA/ Apex system. RUDI is more the tool used by

NVID for implementation of its development strategy. Agribusiness Forum (ABF) in Zambia is also an NGO, and in this case is engaged as the Secretariat for the ESAANet.

Administrative analysis or capacity reviews were carried out first part of 2008 for the following organisations: RUDI (Tanzania), Tanzania Federation of Co-operatives (TFC), ABF (Zambia), UCA (Uganda), and Cooperative League of the USA (Mozambique). Reputable audit companies were contracted to carry out the reviews. With regard to RUDI the report noted that the accounting system was not adequate, irregularities occurred with regard to imprest accounts, the RUDI director was involved in a conflict of interest, and RUDI staffs were in need of NGO training. Potentials for improvement were also found with regard to the other NVID partners (cooperation with TFC was terminated).

The issues highlighted in the reports were brought up by NVID for resolutions in meetings with the individual partners. In the case of RUDI, an external accounting company was engaged to handle the RUDI accounts and the conflict of interest issue was resolved.

ii) Reporting from local partner. A brief format of a reporting system is included in the PAH and this will be revised during the process of internal revision of the document. In the case of BRITA, RUDI prepares quarterly progress and annual reports. The reports are commented on in item viii) under the section on Management issues above.

iii) Added value in partnerships. NVID generally provides assistance and advice to its partners, in particular related to follow up of recommendations offered for improvement of the partner organisation in the administrative analysis reports. This would in general terms add value to the partnerships. The review team did not have time and resources to do any detailed review on how these reports were followed up with training or other capacity building mechanisms.

iv) Equality in partnerships. Observations made by the review team in Tanzania indicate that NVID is actively working on establishing cooperation with their partners on an equal basis.

v) Co-ordination and collaboration with other donors. In the case with the NVID support through UCA in Uganda there are organized half yearly partner meetings with all UCA's cooperation partners, including NVID and SCC. In Tanzania NVID cooperated with USAID in the transition period where NVID in 2007 took over the assistance to RUDI, previously channelled through Development Assistance Inc Private Enterprises Support Association (DAIPESA) since 2002. NVID is presently not participating in any structured sector based cooperation arrangements between donors in Tanzania (as for instance SWAp), and any exchange of experience and information is done on an ad hoc basis or through exchange of documents.

Conclusions – partnerships

i) Of the three types of partner organizations NVID presently is working with, the option with a NGO in a facilitating role (RUDI in Tanzania as an example) would in general be the best suitable option, in particular related to checks and balances and sustainability issues. Where there is no suitable NGO present, the option of working directly with producers' associations and/or their apex organization should be explored before choosing the top umbrella organization as the partner. In the present seaweed project in Madagascar, NVID is now considering to work directly with the producers' associations rather than the commercial company.

However, the main issue regarding the choice of a local partner should be that it is based on a strategic analysis of what partner profile would be best suitable in relation to the planned outputs and outcome of a given project/ program, and that a thorough administrative analysis is carried out of the potential partner before a decision is taken.

With regard to the proposed seaweed project being considered in Tanzania, there is a need to carry out a careful in-depth partner survey before going into a dialogue with a potential partner, and in this process also review past attempts to organise producers and how the marketing system functions today (who are the powerful actors and what are their main interests, eventual hidden agendas).

ii) Comments on reporting from local partner are offered under Conclusions on the Management section above, item viii).

iii) – iv) The assistance, advise and capacity building provided by NVID to its partners would generally add value and equality to the partnerships. Further analysis of these issues, would, however, require in-depth studies. The review team’s general impression is that NVID is actively working on establishing cooperation with their partners on an equal basis, and the relations and exchanges observed appeared to be open and cordial.

v) Collaboration, not necessarily co-ordination and experience sharing with other donors engaged in the same sector is very important in many respects. It is particularly important for a small NGO to establish, or become part of a network with other donors and NGOs operating in the same sector.

In Tanzania, RUDI appears to have an extensive network, and it is connected to among other organisations, the Tanzania Agricultural Partnership (TAP) of the Agricultural Council of Tanzania (ACT), which is funded by Norad.¹² TAP is in the process of separating itself from ACT to be able to mainstream its approach of facilitating networking between the many actors throughout the agricultural sector in Tanzania in reference to the Kilimo Kwanza (agriculture first) initiative. An introductory meeting has been held between NVID and TAP to discuss potential interfaces.

3.2.4 Other observations

According to its ToR, the team was supposed to evaluate any other matter it would find relevant to support the purpose of the review. Among other things, the team also discussed with both Norges Vel, Norad and RNE in Dar-es-Salaam the general requirement of 10 % own contribution from an organization like Norges Vel. Norges Vel represents a special competence (the cooperative movement) that is being sought after by Norad and Norway’s cooperation partners, and Norges Vel is not acquiring funds through public campaigns, like so many other organizations. The issue of contributions from the organizations themselves in connection with allocations from the SIVSA fund is, however, a separate policy issue, and the team has offered no recommendations in this regard.

¹² Regionalbevilgningen

4. Recommendations

4.1 Strategic Approach

- 1) In its revision of the part of the strategy on international development cooperation related to allocations from the Norad budget line on civil society, NVID should focus on a limited number of development concepts, in particular local economic interventions and business development for small and medium scale producers. The main purpose of the NVID interventions should be to provide capacity building and training assistance for producers (and their supporting framework) to enable them to organise in marketing associations for increased production, improved quality and achievement of optimal product prices. Ultimately the objective should be to increase the portions of the value chain remaining in the local areas for reduction of the incidence of poverty in these areas. The strategy document should be produced in English for proper introduction to NVID's local partners.
- 2) According to Norad, there is a need to improve on NVIDs program approach to respond to the specific requirements of Norad regarding planning, budgeting and annual reporting. The program approach should be embedded in the PAH and should also be reflected as far as it will be appropriate in the planning, budgeting and progress reporting guidelines for NVIDs local partners.

4.2 Management, Monitoring Systems and Quality Assurance

- 3) The 'Africa section' of NVID is in need of strengthening with more staff with experience and long background in development issues in Africa, knowledge of new ways and models of organizing farmers, and analytical and development skills. The need for human resources and competence must also be assessed in relation to the requirements of Norad regarding the NVID performance in carrying out the full project cycle in line with established policies, strategies and guidelines.
- 4) Norges Vel should consider, in collaboration with Norad, to introduce a system whereby spot checks are made by the Norges Vel auditor on the audit reports produced by the local branches of international audit companies on partner and project accounts.
- 5) The PAH should be revised and improved on a number of issues and brought more in line with the latest Norad guidelines on sustainability assessment, risk and results management. The PAH should include a model matrix to be included in all PDs on assessment of policy, legal and institutional framework in the country/region within which the particular project shall function and operate. Sections on risk analysis and risk management, sustainability analysis and exit strategies should be strengthened, in particular in the PDs.
- 6) NVID should through capacity building and training ensure that local partners fully understand, accept and are able to use the PAH when this is fully developed. The training should cover the full project cycle, also including establishment of key baseline data and accuracy in progress reporting.

7) In line with the strategy in gender equality presently being developed, NVID should intensify its attention to gender issues in planning and implementation of projects where women is not the specified target group.

8) NVID should ensure that relevant elements of the newly introduced Norges Vel's QA system (MIS) that was developed in collaboration with the regional and country based offices, are incorporated in the capacity building activities for the local partners.

4.3 Partnerships

9) Whenever possible, NVID should give priority to organisations that can operate as facilitators and change agents in its choice of local partners. A second option will be to work directly with producers' associations and/or their apex organizations.

10) NVID should seek to establish, or become part of country based networks with other donors and NGOs operating in the same sector.

4.4 Other Recommendations

11) With regard to Tanzania the main focus of NVID should be on BRITA. Also its local partner RUDI on its present capacity level should concentrate on BRITA and not diverge its activities into too many areas. In the restructuring of the BRITA PD and in future work plans, RUDI and NVID need to focus on the role governance, transparency and corruption issues may play in the process of organising farmers and marketing their produce. NVID should make an effort to summarize some of the main experiences in organising farmers. Many risks factors could come to light through such an overview. After some 2 - 3 years of BRITA operations an independent consultant to be appointed by Norad should carry out an evaluation of BRITA. It is recommended to investigate the potential for other NGOs with similar potentials as RUDI for possible replication of the BRITA model.

References and Documents

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Annex 1: Terms of reference

Background

Norad is considering entering into a new agreement with Norges Vel from 2010. The current agreement covers the period 2007-2009.

An organisational performance review was commissioned by Norad in 2005. The main findings had some severe consequences for Norges Vel. The annual grant was reduced from approximately NOK 25 million, to NOK 10 Million in 2006, then raised to NOK 12 Million annually for the period 2007-2009. Changes were made in The International Department's staff, administrative routines and monitoring and quality assurance systems, followed by reduction and consolidation of the remaining project portfolio.

The organisation

Norges Vel was founded 200 years ago, and is the oldest Norwegian non-governmental organisation. It organises a vast number of member organisations, co-operatives and other producers in Norway, its main area of work being counselling within the area of nature based resources development, aiming to assist in developing local communities. The international department operates in eastern Africa, Madagascar and former Yugoslavia. The international work of Norges Vel started in 1977, and has from 1978 received financial contribution to development co-operation in ODA countries through NORAD. The assistance from NORAD has been given through framework agreements.

The mission of Norges Vel is to contribute to private sector development through strengthening producer organisations and increase the producers' control over the value chain. Norges Vel's development assistance is based on values such as environmentally sustainable agricultural and marine based production, social corporate responsibility, participatory democracy, an equal distribution of resources and gender equality.

Purpose of the review

The main purpose of the review is to identify strategic and organisational success factors and constraints that impact Norges Vel's development work. Special attention should be paid to the organisational as well as portfolio restructuring succeeding i.a. the findings and recommendations of the organisational performance review in 2005.

The conclusions of the review will provide an important part of the input for assessing future cooperation between Norges Vel and Norad.

Scope of the review

The team shall review and assess The International Department of Norges Vel's development work, with a main focus on strategies, financial and organisational management, and monitoring and quality assuring systems, rather than a detailed review of the projects and programmes. The scope of the review encompasses the following focal areas:

Strategic approach:

- Strategic focus
- Ability to maintain a programme approach
- Conformity with Norwegian policy and guiding principles for development co-operation

Management, monitoring systems and quality assurance:

- Organisational structure, information and decision flows
- Administrative, financial and technical competence and resources
- Clarity and transparency of financial managements systems
- Monitoring of money flows
- Proportionality between administrative and project costs
- Systems for disclosing and reporting corruption and financial irregularities
- Project/programme planning, implementation and monitoring systems
- Quality assurance of all levels of the result chain: Efficiency (relation input-output), effectiveness (relation output-outcome), relevance (relation outcome-impact)
- Gender equality
- Risk assessment and managing
- Sustainability and exit strategies

Partnerships:

- Strategy for choosing partners
- Systems, routines and quality assurance of reporting from local partner
- Added value in partnerships
- Equality in partnerships
- Co-ordination and collaboration with other donors

In addition, the team should evaluate any other matter it finds relevant to support the purpose under item 2.

Implementation

The following methodology shall be applied:

- document studies and interviews with relevant Norges Vel and Norad personnel
- field visits and interviews with partners, relevant authorities and other institutions/organisations
- report preparation

Key documents to be studied are:

- The organisation's cooperation agreement and contract with Norad, its policy and strategy for development assistance, reviews, especially the 2005 review, annual reports, website and applications, as well as research-based literature aimed in particular at the areas within which the organisation works, and documents with reference to 'best practices'
- Other relevant documents, such as
White paper no 13 (2008-2009)
The report of the Rattsø committee (summer 2006).
Norad's strategy towards 2010

Norad's principles for support to Civil Society (2009)
Applicable guidelines for grants to civil society (2009)

The review shall be carried out by two professionals, one external team leader and one from Norad, with special knowledge and qualification within the following areas:

- Good organizational/NGO knowledge, including financial and organizational management
- General knowledge of current Norwegian and international development policy
- Thematic knowledge of small-scale producer organization
- Gender equality knowledge
- Documented experience with producing studies and reports of a similar form
- Good knowledge of English

The external consultant shall be the team leader and will have editorial responsibility for the report. The final division of labour between the team members shall be presented in the inception report.

A local consultant and/or interpreter may be included during field visit, if deemed necessary.

An inception report shall be prepared and presented upon completion of the preliminary interviews and document studies outlining i.a. appropriate methodology to ensure an objective, transparent and impartial assessment of the issues to be analysed including particular focal points for the field visit.

The field visit shall be planned in co-operation with Norges Vel, and include interviews with partners and relevant authorities. The regional representative of Norges Vel in Tanzania will assist in coordination and logistic preparation of the field visit, and participate in activities during the field visit where the review team consider it appropriate.

Time frame and budget

The review shall be implemented in the period 18.08.09 – 02.10.09. The total costs of the assignment should not exceed NOK 200,000.-. A detailed budget shall be provided by the consultant.

Reporting

After completion of document studies, data collection and interviews in Norway, the team will submit an inception report containing a brief overview of preliminary findings, along with a plan and focus points for field visits.

A draft report shall be submitted to Norad and Norges Vel for comments within 18.09.09.

The final report shall be submitted to Norad and Norges Vel within 02.10.09.

The report shall be written in English (word format), contain a short summary with conclusions and recommendations (3-4 pages), and not exceed 20 pages. Appendices may be added. The report shall utilise Norad's template for review reports (attached).

Annexes

- Template for organisational performance review reports
- Budget

Annex 2: Work Program

Year: 2009

Week	Date	Time	Activity
34	19.08		Commence work, documents, IR framework
	20.08		Continue as above
		13:00	Review team meeting Norad
	21.08	09:00	Meeting Norad, Avd for sivilt samfunn
			Collecting/study documents, IR framework
35	24.08		Draft IR, follow up meetings Norad
		12:30	Introductory meeting at Norges Vel
	25.08		Study documents, meeting notes
		11:30	Interview Norges Vel personnel
	26.08	09:00	Interview NVID personnel and Accounts, review NVID documents/accounts
	27.08		Study documents, meeting notes
	13:00	Follow up interviews with Norges Vel personnel	
	28.08		Notes and draft IR
36	31.08		Continue draft IR, deliver to Norad, copy to NVID
		13:00	Meeting Norad, Private Sect. & Env. Dep. (Arild S)
	01.09	15:00	Presentation and discussion on draft inception report – for Norad acceptance
	02.09	04:30	Departure for airport Oslo – Dar-es-Salaam, Tanzania
	03.09	09:00	Meeting NVID representative
		14:00	Meeting Rural Urban Development Initiative (RUDI)
	04.09		Document study, preparation for field visit BRITA project
		12:30	Meeting Norwegian Embassy
	15:00	Travel to Morogoro, overnight	
	05.09		Meetings Mkula VFA, Katurukila VFA, visit warehouses, overnight Kilombero (Ifakara)
	06.09		Meeting Kilombero Apex, Ifakara, visit Kikwawira warehouse, travel to Makambako, overnight
37	07.09		Meeting Isenyela, Mbuyini and Ipatagwa VFAs, Mbeya High Quality Rice Association, Kapunga VFA, Mbarali district, Mbeya region, travel to Iringa, overnight
	08.09		Travel Iringa – Dar, internal team meeting, notes
	09.09		Draft report
		12:00	Meeting Jenny ? , Norad consultant on ACT/TAP
		14:00	Wrap up meeting Norwegian Embassy
	10.09	09:00	Wrap up meeting NVID and RUDI
			Continue draft report
		20:30	Departure for airport D-e-S to Oslo
	11.09	13:00	Arrival Oslo, continue draft report
	12.09		Continue draft report
	13.09		Continue draft report
38-39	14.09		Internal team meeting, continue draft report
		13:00	Meeting NV – findings from field visit, comments
	15.09		Continue draft report
	16-28.09		Meeting Norad, SIVSA
			Continue draft report
40-41	29.09-		Comments to draft report from Norad and Norges Vel

	14.10		
42	16.10		Corrections/amendments to report Preparation of PowerPoint presentation
	23.10		Presentation of final report – Norad

Annex 3: Case Study BRITA Project

Introduction

The main project of NVID in Tanzania is Building Rural Incomes Through Associations (BRITA). BRITA became operational in 2007 as the follow up project to Private Enterprise Support Activities (PESA) that was funded by USAID from 2002 to 2007. The review team has read the Project Documents for BRITA I (May 2007) and BRITA II (October 2008). During its mission to Tanzania the review team also visited the BRITA projects in several districts of Tanzania and interviewed various persons who were directly involved with or in other ways knowledgeable about BRITA. Below follows some of some observations made by the team. On the basis of these observations an attempt was made to use BRITA as a case study that can illustrate issues that are important for the activities and projects that are supported by NVID in Africa.

Objectives of BRITA

According to the project documents the objectives of BRITA are to:

- i) Support district level small holder farmers' associations and their apex organizations to develop and become financially sustainable, and
- ii) Increase incomes for small scale farmers.

BRITA is working to achieve six project outputs:

- i) Business and technical skills for small scale producers, associations and apexes,
- ii) The marketing and sale of high-quality products,
- iii) Linkage to financial institutions,
- iv) Promotion of the Warehouse Receipt System,
- v) Increase lobbying and advocacy skills,
- vi) Strengthen apex bodies and associations

Risk factors

The objectives and most of the project activities of BRITA fit well the agricultural policies of the Government of Tanzania. Many Government institutions at central, regional and district levels, including cooperative unions), NGOs and private institutions have aimed to achieve the same objectives as BRITA and embarked upon similar project activities. There have been many failures and few successes in this difficult field of organizing the farmers and marketing their products. It is therefore important to be aware of a number of risk factors that may impact on the progress of BRITA. NVID and its cooperation partner Rural Urban Development Initiative (RUDI) may well be conscious of these risks, but these risks are not adequately reflected in the BRITA project documents and the monitoring and reporting system. Below follows a number of risks the review team became aware about:

Government institutions will many times put up administrative hurdles for the farmers when they want to organize themselves and market their products. We found evidence of this in the taking over of warehouses and obtaining credit from National Microfinance Bank (NMB). At the time of visiting VFAs and their Apex organizations, BRITA had not yet succeeded to implement a full year cycle of activities, including the advance payment to the farmers when delivering their bags of paddy to the warehouses. (We were informed that the payment to the farmers from the NMB credit had started during the team's field work.)

Although NVID and RUDI have close connections to the Tanzania Agriculture Partnership (TAP)¹³, they are, nevertheless, very small organizations with limited capacity to follow up on the many activities related to BRITA. There is also a danger that both organizations could take on additional activities that will limit their capacity to follow up on BRITA.

If the VFAs and Apexes supported by BRITA succeed another risk looms: Much money will flow through the apexes and VFAs. All experience shows that there is a great risk the rural elite and rich farmers could capture the apexes and associations and misuse the money. RUDI says little about how to handle this type of risk.

The distributional and gender aspects of BRITA have received little attention by RUDI and NVID. Some rich farmers sell 400 bags (40 tons) of paddy each, while other association members only can supply the market with a few bags each. The relationship between the rich and small-scale farmers in the associations are important to discuss and monitor. Similarly, the role of women farmers in the associations should be followed and assessed.

On the basis of our risks assessments we have the following recommendations:

- NV to focus on a more limited number of activities in East Africa – keep focus on BRITA
- RUDI should focus on BRITA and follow up closely ongoing activities and not attempt to expand the number of associations and apexes before the current level of activities are well established and evaluated.
- Collaborate with other NGOs working in the same field, including TAP
- Make a matrix outlining the various actors with whom RUDI has to work. Show the agreements that have to be made with various institutions (banks, warehouses, Village Government, etc) Show the flow of money and discuss potential risks at the various steps and stages.
- Make an overview of the experiences gained by NGOs and private institutions that have carried out similar activities to RUDI and Norges Vel.
- Focus on governance, transparency, flow of information, notice boards. - Use independent auditors. Better understand the various aspects of the 'political economy' context of BRITA and explicitly recognize these.
- After a couple of years make an independent evaluation of BRITA. Consultant to be appointed by NORAD.

Other observations from field trip

- Impressed by the dedication of the staff of NV and RUDI – only a few persons involved. This poses, however, the problem of sustainability.

¹³ Financed by Norad under a budget allocation handled by Department of Private Sector Participation and Environment.

- Comparative advantage of NV and RUDI – organizing the farmers – understand the value change. Have closeness to the activities they initiate and continued presence in the villages. Should keep this focus.
- RUDI and its manager very positively commented upon by an independent consultant with the regard to the tasks they are involved concerning the organizing of farmers and marketing their products.

Annex 4: NVID Project Portfolio – October 2009

Program/No/Project	Country/ Period	Budget NOK '000	Objectives	NVID role in project	Local partner	External partner
Projects completed 2004 – 2008						
Female co-op leaders	Centr. America 1996-98/ 2002-05	2,000/year	Promote female participation in national cooperatives	Project management, professional input	National committees	Tidl. Norcoop
1710030 Women's Entrepreneurship	Senegal 2000-08	500/year	Strengthen female entrepreneurs	Project management, local system for follow up	UNFCS	NBK
Women in Senegal	Senegal 2006-08	20/year	Strengthen women's participation in the peace process	Consultant for NBK, communication, ToR and QA for evaluation	UNFCS	NBK
Co-operation UNAG/NB	Nicaragua Compl. 2004	2,500/year	Support socioeconomic development in rural areas	Organizational development, improve sustainability, focus on economic development	Union Nacional de Agricultores & Ganaderos	Tidl. Norcoop
Co-op Training Centres	Centr. America 1998-2001 2003-05	3,000/year	Strengthen cooperatives	Project management, training centre development and cooperative organization	COACES, IFC, CENDEC, UNAG, CONFRAS	Tidl. Norcoop
Mokolodi – Institutional Cooperation, Environment Education Centre	Botswana 1997-2005	800/year	Economic sustainability for the education centre	Assist in strategic planning, integrate centre operation, increase level of environmental education and knowledge	Mokolodi Wildlife Foundation	None
Rural Producer Support Project (RPSP)	Uganda 2004-05	2,410/year	Mapping of organizations participation in PRDP processes	Overall administrative responsibility	Uganda Coop Alliance (UCA)	Agricord (10 %)
VI-Forest	Lake Victoria	10,000/	Livelihood improvement for	No direct responsibility	SCC	Tidl. Norcoop

	countries Compl. 2005	year	fishermen and farmers			
Promotion of Area Co-operative Enterprises (PACE)	Uganda 2004-06	9,500/total	Increase income for small producers	Assist local partner in project management, QA and follow up	UCA	Tidl. Norcoop
Business Experience Exchange Program (BEEP)	Uganda Tanzania Malawi Zambia 2002-06	6,500/total	Exchange of experiences across region, mapping of various attempts for promotion of farmers interests	Overall administrative responsibility, however, limited during as period.	UCA TFC NASFAM ABF	NIBR
1710031 Sustainable 4H	Gambia 1987-2009 (completed)	450/year	Strengthen rural youth and their organizations	Project management, technical support, capacity development	4H The Gambia	4H Norge
Ongoing Programs/Projects						
<i>Marine</i> - 1710016 Seaweed Production	Madagascar 2004-09	2,500/year	Strengthen seaweed production as a sustainable economic/environmentally sound source of income	Project management, org. development, secure producers' interests, develop value chain, environment protection	IBIS Madagascar Sarl ¹⁴	FMC Biopolymer
<i>Nature</i> – 1710021 Building Capacity for Agriculture Input Supply (BCAIS) IKURU?	Mozambique 2007-11	6,566/total	Increase productivity of small producers through improved access to inputs and establishment of input sales organisation	QA, monitoring and overall management, follow up local and Norwegian partners re their inputs in the project	Cooperative League of USA (CLUSA)	Norske Felleskjøp
<i>Nature</i> – 1710022 Building Rural Income Through Associations (BRITA I & II)	Tanzania 2007 - 09	6,310/total	Increased income for small producers through organization of marketing and improved access to credit	QA and monitoring of project plans and budgets, assist local partner in project implementation – capacity building and backstopping	RUDI	Norsk Landbruks-samvirke
<i>Nature</i> – 1710023 East & Southern Africa Agricultural Network (ESANet)	Uganda Tanzania Malawi Zambia	4,488/total 2007-09	Improved regional integration and cooperation of producers organisations	QA and monitoring of project plans and budgets, facilitate regional meetings, strengthen network as a legal	Agribusiness Forum (ABF), Zambia (Secretariat)	None?

¹⁴ Planned to change partner to local producer organizations

	2007-10			entity for sustained operation		
<i>Nature</i> – 1710024 Empower Farmers Through Agribusiness and Financial Services (EFTAF)	Uganda 2007-10	6,227/total 2007-09	Improved livelihood of small producers (60 % shall increase income at least 30 % over 4 years)	QA and monitoring of project plans and budgets, assist local partner in project implementation, provide professional competence, participate in partner meetings and backstopping	UCA	Norsk Landbruks-samvirke
Projects in the Planning Process						
<i>Marine</i> – Strengthen Seaweed Producer Organizations (extension of 1710031)	Madagascar 2010-13(?)	1,000/total (?)	Improve producer organization, increase local part of value chain, improved marketing bargaining power	Project management, org./co-op development, secure producers' interests, develop value chain, environment protection	FIMANOA Matanjaka Union	Norges Vel – 200 years anniversary gifts
<i>Marine</i> – 1710101 Feasibility Study on Sea Cucumber Production and organization	Madagascar 2009	124/total	Review existing projects, assess potentials for produces organization	Project management, conduct study in cooperation with local interests	Blue Venture/ Velondriake	Others
<i>Marine</i> – 1710102 Feasibility Study Seaweed Production	Tanzania 2009	180/total	Assess potentials for better organization of producers	Project management, assist organisation attempts	POREMAD (NGO)	Norges Vel
<i>Marine</i> – 1750016 Feasibility Study Seaweed Production	Madagascar/ Tanzania 2010	486/total	Mapping of potentials for improvement in seaweed production in developing countries – biomass production	Organization of feasibility study	(not yet selected)	Bellona/ Norad
<i>Nature</i> – Feasibility Study Women and Business Development	Mocambique 2009	186/total	Potential for strengthening women in soybean producing organizations	Management of the feasibility study	(not yet selected)	NBK
<i>Nature</i> – Forestry/Climate Project (revised application)	Uganda 2010-14	(no budget yet)	Improved livelihood in forest reserves border zones through sustainable forestry	Project management, professional input	Centre for Women in Agric & Env (SWAGEN)	Norwegian Forestry Group (NFG)/ Norad
<i>Nature</i> – BRITA III (extension of 1710022)	Tanzania 2010-13	2,500- 3,000/year	Develop sustainable marketing mechanisms, credit access for farmers	Assist local partner, professional input, capacity building and QA	RUDI	Norsk Landbruks-samvirke

Annex 5: Institutions Consulted and Persons Met

Institution/Name	Position	Department
Norad		
Anne Merete Ødegaard	Senior Advisor	Civil Society Department
Erling Eggen	Senior Advisor	"
Brita Næss	Advisor	Private Sector & Environment
Arild Skaara	Senior Advisor	Private Sector & Environment
Eli Sletten	Senior Advisor	Civil Society Department
Norges Vel		
Lars Mork Gundersen	Managing Director	
Tor Danielsen	Director	Administration
Kari Clausen	Director	National Development
Øyvind Ørbeck Sørheim	Director	International Development (NVID)
Anne Mugaas	Senior Advisor	NVID Marine program coord
Jorunn Tønnesen	Senior Advisor	NVID Balkan coordinator
Marianne Grimstad Hansen	Chief Accountant	Administration
Norwegian Embassy, Dar-es-Salaam		
Svein Baera	Minister Councillor	NGOs
Marianne Damhaug	Councillor	Energy/PSP
Ivar Jørgensen	Councillor	Agric./Climate
Jenny?	Consultant	ACT/TAP
Norges Vel East & Southern Africa, Dar-es-Salaam		
Ragnhild Maatla Salomonsen	Regional Representative	E&S Africa (NVID)
Anastazia Massay	Office Administrator	E&S Africa (NVID)
Rural Urban Development Initiative (RUDI), Tanzania		
Abel P. Lyimo	Director	
Joe Tindwa	Project Manager	Kilombero district
Paul Ndemwa	Project Manager	Mbeya region
Tanzania Agriculture Partnership (TAP)/Agriculture Council of Tanzania (ACT)		
Jeffrey Lewis	Consultant	Korongo Ltd.
Ministry of Agriculture, Food Security and Cooperatives		
Hussein Lipembe Seuta	Agric. Extension Officer	Kilombero distr. (ACT/TAP Coord.)
Rodgers K Masha	Agric. Extension Officer	Mbarali district (ACT/TAP Coord.)
Dodoma College, Institute of Rural Development Planning		
Sebastian Mushi	Student	
BRITA Project: Apex Organizations, Farmers Associations (FA) (village based)		
Sadick Thojuma	Apex Chairman	Kilombero (district) Apex
Hawa Rehani	Apex Treasurer	"
Rajabu Kassim Mkwele	Chairman	Mkula (village) FA
Ibrahim	Division Manager	"
Robert Muhanga	Warehouse (WH) Manager	"
Husna Mbogailomwe	WH Committee Member	"
Daudi Kitalima	Farmer/member	"

Twalibu Kinyange	“	“
Mwajuma Bakari	“	“
Matajiri Yahya	“	“
Kashindwa Mkwere	“	“
Ali Juma Kapwesa	“	“
Martin Kabida	Chairman	Katurukila (village) FA
Ela Ngoda	Vice Chariman	“
Wilson Shila	Secretary	“
Joice Mgata	Treasurer	“
Gervas Mchopa	WH Manager	“
Eliud Mhagama	Farmer/member	“
Agatha Sarufu	“	“
Pius Mnenuka	“	“
Marcus Mwena	“	“
Avelina Luanga	“	“
Patric Malisha	Secretary	Rusa (village) FA
Harun Makunja	WH committee member	Kikwawira (village) FA
Edna Likoko	“	“
Maira Wambura	Business Manager	Mbeya High Quality Rice Assoc.
Edson Rutumo	Chairman	Isenyela (village) FA
Anna Mabeva	Vice Chairwomen	“
Samuel Ngewe	WH Manager	“
Omari Makolo	Chairman	Ipatagwa (village) FA
Timothy Mwegeta	Chairman	Majengo (village) FA
Abraham Mwakanga'ta	WH Manager	“
Efeso Mgaya	Chairman	Kapunga (village) FA
Sifael Mwamagoha	WH Manager	Nsonyanga WH

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