

1. INTRODUCTION

SATF is the Non Governmental Tanzanian Trust launched by the Government of the United Republic of Tanzania and capitalized by the United States Agency for International Development (USAID). The Fund started its activities in April 1998.

The Primary objective for which the Trust Fund was established was to make grants to grassroots' Organizations registered in Tanzania in order to assist Most Vulnerable Children (MVC) to become productive members of society. SATF generate income from investments and seek grants from other donors to support Most Vulnerable Children. SATF implements its programs in partnership with grassroots' organizations. The complexity of coordinating MVC and other programs which are implemented by grassroots' organizations necessitates a common set of rules and procedure to guide program staff and implementing partners in achieving SATF's objectives.

1.1 Manual Objectives

This Operations Manual (OM) outlines operational guidelines and procedure for the activities carried in the implementation of SATF Programs. It covers the specific activities of SATF as a donor/grantor and Implementing Partners who are implementing the programs at grassroots level. In addition it provides indicators for measuring performance of SATF programs.

1.2 How to use the manual

This manual should be used in conjunction with:

- Approved Work Plans and Budgets
- Memorandum of Agreement signed between SATF and Implementing Partners and
- any other correspondences between SATF and Implementing partners.

1.3 Manual amendments and updates

The Operation manual will be amended from time to time to incorporate changes in the implementation of the program. It is therefore, the responsibility of the Implementing partners/grantees to use the updated Operational Manual. SATF will be responsible to provide guidance for issues not adequately addressed in this Operation Manual.

1.4 Structure of the Manual

This Manual is divided into 7 sections as follows:

1. Introduction
2. Background information
3. Selection of Implementing Partners
4. Program Implementation
5. Financial Management
6. Monitoring, Evaluation and Reporting (MER)
7. Management Fees and Indirect Cost

This manual shall be available in the SATF website as a PDF file and shall be available in English and Swahili version.(Swahili manual to be updated as per the English manual updates before uploading)

2. BACKGROUND INFORMATION

2.1 VISION, MISSION AND OBJECTIVES

2.1.1 SATF Vision

A leading non governmental organization efficiently supporting orphans and vulnerable children in Tanzania whilst supporting the growth of private sector

2.1.2 SATF Mission

SATF's mission is to mobilize adequate resources to transform Most Vulnerable Children to become healthy, secure, motivated and productive members of the society. SATF generates income through investments and continuous fundraising.

2.1.3 SATF objectives

The Primary objective for which the Trust Fund was established was to make grants to Grassroots' Organizations registered in Tanzania in order to assist Most Vulnerable Children (MVC) to become productive members of the society

2.2 Types of Programs

SATF encourages programs that are initiated from community level (bottom up approach). SATF encourages grassroots Organizations to design community projects/programs and apply funds from SATF. The programs should demonstrate strong leadership and community involvement; the program should respond to grassroots needs and the community should raise resources to contribute to the implementation of the program. Children should take part in designing and implementation of the program. The program should directly or indirectly serve Most Vulnerable Children in Tanzania. The focus areas for SATF programs include:

2.2.1. Education Programs

Through implementing partners, SATF supports/will support a range of educational projects for vulnerable children and young people in Tanzania who would otherwise find it difficult to access education. Our main educational services include:

- I. **Formal Education for MVC:** This program support MVC to access primary and secondary education in government schools.

- II. **Skills development for street children, youth and other vulnerable Children:** This program shall offer vocational training and/or practical courses, work placements, apprenticeship and support to gain employment to street or working children/youth and other Most Vulnerable Children. This program should aim at helping youth becoming entrepreneurs and live a productive life.

2.2.2 Community Empowerment Programs

The programs aimed at empowering the community/ grassroots' organizations to be able to take care of growing numbers of MVC. Our main focus in the empowerment programs include:

- Sustainable community Programs that facilitate accessibility of basic needs such as education, food and nutrition; shelter, psychosocial, health care support to

marginalized population such as street children, disabled children, HIV infected children, child-headed household

- Programs that will integrate children into their communities
- Income Generating Projects for MVC who were previously supported by SATF education programs and/or Child-Headed Households

2.2.3 Child Protection Programs

Protecting children from violence, exploitation and abuse is an integral component of protecting their rights to survival, growth and development. SATF is committed to advocate and support the creation of a protective environment for children. Under this category, areas of focus include:

- Programs that provide Legal support to MVC especially child headed-households
- Programs that advocate for children's rights
- Initiatives that advocate against harmful customs and traditions that affect a girl child
- Programs that offer psychosocial support and counseling to abused children
- Community based approaches to protecting children, supporting and strengthening families.

Under each focus area, grassroots' organizations should indicate the sustainability plan after end of funding period.

Capacity Building for Implementing Partners

SATF engages in building capacities of Implementing partners in areas such as:-

- Financial management expertise,
- Monitoring and evaluation,
- Psychosocial support skills
- Working tools such as computers, printers and internet services.

2.3 Administration of MVC and other Programs

MVC and other programs relating to supporting MVC are administered under Program department. All SATF programs are implemented in partnership with registered civil society organizations known as Implementing Partners (IP). They are responsible for implementing programs at grassroots level.

3.0 SELECTION OF IMPLEMENTING PARTNERS

Implementing Partners are selected through either of the following ways:

- I. Call for Letter of Inquiry and Request for a Proposal (RFP)
- II. Solicitation of Implementing Partners in the districts

I. Call for Letter of Inquiry

Depending on availability of funds and donor's requirements, SATF will advertise for the call of concept note from grassroots Organizations working with MVC. At this stage, grassroots Organizations will be given an opportunity to briefly describe their organizations and the program or activities for which they are requesting funding. Specific guideline shall be provided on how to prepare and submit a concept note. The call for concept note will be advertised in the local news papers and SATF's websites. The short listed organizations shall be invited to submit a full proposal.

Call for Applications:

Organizations in which their concept notes have been short listed will be invited to submit a full proposal. The organization will be required to submit their proposal according to the application guideline which will be developed according to program requirement and will be distributed to the short listed applicants.

After receiving applications, the screening process is done in three stages.

Stage 1: Compliance issues

The purpose of this screening is to check if the organizations fit to the general criteria set in the guideline such as:

- Legal status
- Operation of bank accounts
- Submission of supporting documents as per guideline.

Stage 2: Technical screening

At this stage, the application will be assessed on the basis of the following;

- Previous experience of working with vulnerable children
- Previous experience in managing donor funding projects
- Project Summary and Narrative description of the project
- Coordination, networking and partnership
- Monitoring and Evaluation
- Sustainability
- Management and Implementation capacity
- Budget effectiveness and cost consciousness (Annex 1-Technical screening guide)

Stage 3: Pre-award Assessment of the Applicant

The applicants, who will be short listed in the Stage 2, should go through pre-award assessment process. The purpose of this exercise shall be to assess the capacity of an NGO and to highlight areas that need special improvement. Specifically, the pre-award shall aim at assessing and verifying information provided by applicants in the application form.

The assessment should be conducted in the offices of the Implementing Partners, as some of the documents and information will need to be verified by the assessor. The participants to the assessment will involve staff from SATF and Implementing Partner grassroots' organizations. The assessment will involve interviews with staff from Implementing Partners.

Components to be assessed: During the assessment, SATF staff shall assess and verify the following information:

The aim and objectives of an NGO: This information should be collected to obtain the general information of the NGO and the activities and projects they are currently involving with and their sources of funding.

Legal status of an NGO:

Under this section the following documents should be collected and assessed

- Registration Certificate
- Organization chart
- Minutes of the Organizational meetings
- Bank statements
- Constitution

Capacity of the NGOs in terms of skilled staff and infrastructure

Under this section the following should be assessed:

- Number of staff who will be involved in the SATF Project and their qualifications.
- Passport sized photographs of key staff
- Availability of permanent office.
- Accounting system and record keeping
- Monitoring and Evaluation of existing programs (**Annex 2- Pre-award assessment form**).

Notification of Successful and Unsuccessful Applicants: Successful and unsuccessful shall be notified on the pre-award assessment results within two weeks from the date when the pre-award assessment was conducted. Notification shall be through letters or emails.

II. Solicitation of Implementing Partners in the districts

Solicitation of Implementing Partners in the districts shall be done in collaboration with Regional/District Authorities and NGO's network forum in a region/district.

Process of Solicitation:

- Introduce SATF and a program to Regional/District Authorities
- District Council Authorities through its Community development/Social Welfare department should provide a list of grassroots' organizations working for MVC in a district

- Organize a meeting with grassroots’ organizations working for children in the district. The aim of the meeting should be to obtain general information of the organization that will help program staff to screen grassroots’ organizations that may fit to criteria for implementing a program in question.
- Short listed organizations should be visited and should be assessed as described in the pre-award assessment of the applicant (Page 6)

This process shall be applicable under the following situations:

- When NGOs selected from ‘call for applications’ methods do not have capacity to absorb the grant balance allocated per year and there is a limited time for call for application process.
- In the regions/districts where there is a great need but few/no applications have been received under the call for application method.
- When donor require a program to be implemented in a particular region/district.

4. PROGRAM IMPLEMENTATION

4.1 Program Implementation Description- Roles of SATF and implementing partners

IP will implement the program as will be outlined in the signed Memorandum of Agreement signed between SATF and Implementing Partners. The Memorandum of Agreement shall outline the details of the program such as goals, objectives, beneficiaries, strategies, planned activities, targets and the budgets. These details are determined by SATF in collaboration with implementing partners and/or donors.

Box 1: Distribution of Roles and Responsibilities

SATF	IP
<ul style="list-style-type: none"> • Conduct pre-award assessments of the Implementing Partners applying to the Fund; ▪ Sign Memorandum of Agreement with the Implementing Partners that have been selected to implement SATF programs after the pre-award assessment; ▪ Provide basic orientation to the Implementing Partners on financial and technical reporting requirements; ▪ Transfer funds to the Implementing Partners according to approved work plans and budgets; ▪ Perform routine monitoring and evaluation of program activities. 	<ul style="list-style-type: none"> ▪ Allow SATF to do the pre-award assessment of their organization as part of familiarization and confirming the capacity of organization. ▪ Conduct identification project beneficiaries to be supported by the program. ▪ Sign MoA with the SATF; ▪ Request funds from SATF according to approved budget; ▪ Implement the Program according to approved work-plans and budget ; ▪ Obtain approvals from the SATF in case there is a change/deviation from the previous agreement ; ▪ To collaborate with Local Government

<ul style="list-style-type: none"> ▪ Receive and review monthly and annual technical and financial reports from Implementing partners and provide feedback timely; ▪ Provide guidance, clarifications and generally coordinate the efforts of the IP in implementation of their work plans; 	<p>Authorities in the implementation of the program;</p> <ul style="list-style-type: none"> ▪ Provide monthly update and annual reports (financial and technical reports) on the accountability of the Grant (including submission of receipts and other supporting evidence) report on progress of the program and related financial expenditures before requesting for the second phase disbursements; ▪ Collaborate with SATF during Audits/monitoring. ▪ Open or identify a Tanzania shillings current bank account to house the SATF MVC Education Program funds. ▪ To brand SATF and its donor in the course of project implementation
Collective roles and responsibilities	
<ul style="list-style-type: none"> ▪ To alert each other on any problem arising in the execution of the program; ▪ To share updated implementation work plan and budget according to schedule; ▪ To collaborate and not to withhold requests for program progress information or clarification as may be requested by the Grantor; 	

4.2 Periodical Planning and Review Workshop

SATF shall organize periodical planning and review meetings with its Implementing Partners. The aim of the workshop shall be to prepare work plan and budget for the program implementation and to review the implementation of previous year. SATF shall lead annual planning and will issue instructions to facilitate planning. Annual performance shall be assessed against the targets set out in the annual work plans. SATF shall also conduct general performance review meetings after two years in correspondence with the time frame of the strategic plan.

4.2.1 SATF performance Rating System and Outcomes:

The grant performance rating is the key component for deciding which organization qualifies for subsequent year grant. The performance ranking ranges from grade A to C based on the degree to which results were achieved versus targets.

Table 1: Performance Rating for Implementing Partners

Performance Rating	Description of the Rating	Criteria	SATF's decision
A	Superior Performance	<ul style="list-style-type: none"> • Timely submission of accountability reports (As stipulated in the MOA) • Financial and technical report submitted meets most of the requirement stipulated in the grant expenditure guideline i.e. all supporting documents • Field work performance (achieved targets, quality of support) consistently exceeds the requirements stipulated in the signed contract and Program 	IP is classified as a Low Risk Organization and qualified to be awarded subsequent year grant

		<ul style="list-style-type: none"> operation Manual At all times respond to letters/instructions from SATF within the required time Excellent filing system of program records 	
B+	Fully Satisfactory	<ul style="list-style-type: none"> Timely submission of accountability report Financial and technical report submitted meets most of the requirement stipulated in the Program Operation Manual Field work performance (achieved targets, quality of support) consistently meets all of the requirements stipulated in the signed contract and guidelines In most cases responds to letters/ instruction from SATF within the required time Good filing system 	IP is classified as a low Risk organization and qualified to be awarded subsequent year grant upon time bound actions to correct shortfalls observed
B	Satisfactory	<ul style="list-style-type: none"> Timely submission of the accountability reports Financial and technical report submitted meets most of the requirements stipulated in the grant expenditure guideline but requires improvements in some areas Field performance(achieved targets, quality of support) meets most of the requirement stipulated in the contract and Program Operation Manual but requires improvements in one of more aspects of the work In most cases, respond to letters/instructions from SATF within the required time Good filing system but needs some improvements in keeping program records 	IP is classified as a Risk organization and shall be given time bound actions to improve performance before awarded subsequent year grant
C	Unsatisfactory	<ul style="list-style-type: none"> Do not submit accountability reports at required time Financial and technical reports submitted do not meet requirements stipulated in the Program Manual i.e. no supporting documents required Field work performance (achieved targets, quality of support) does not meet the requirements stipulated in the contract and grant guidelines Do not respond to letters/instructions from SATF at required time Poor filing of program documents 	High Risk Organization and do not qualify for subsequent year grant

4.3 Identification of beneficiaries of the Program

Implementing Partner shall be responsible for identifying beneficiaries of the program implemented by SATF. SATF, Implementing partners and the communities shall be identified as per national guidelines.

Box 2: Definition of Most Vulnerable Children as Extracted from Tanzania National Costed Plan of Action for Most Vulnerable Children

Conceptually, a vulnerable child is one who is living in high-risk circumstances whose prospects for continued growth and development are seriously impaired. In the international community, the term 'Orphans and Other Vulnerable Children', or 'OVC' sometimes refers only to children with increased vulnerabilities because of HIV/AIDS. At times it refers to all vulnerable children, regardless of the cause of their vulnerability (e.g. chronic poverty, armed conflict, famine). This definition falls short of capturing who are most at risk and in critical need. The government of Tanzania, together with development partners involved in MVC issues, has coined a operational definition for the programming responses for the most vulnerable children (MVC)- that is, those need services in the following way:

A child is any person below age of 18.

An orphan is a child who has lost one or both parents.

A most vulnerable child is a child who experiences any of the following conditions:

- Lives in extreme poverty
- Is affected by a chronic illness and lacks adequate care and support
- Lives without adequate adult support (e.g. in household with chronically ill parents; a household that has experienced a recent death; a household headed by grand parents; and/or a household headed by a child)
- Lives outside of family care (e.g. in the institutional care or on the streets)

- Is marginalized, stigmatized, or discriminated against
 - Have disabilities
 - In rural areas: children with one surviving parent living in a house with very poor quality roofing (grass and/or mud) and children with a disability living in similar poor conditions.
 - In urban areas: children with one surviving parent living in a house with very poor quality roofing (grass and/or mud) or with very poor wall materials or without a toilet and children with a disability in similar poor conditions.
- The most reliable criteria for identifying MVC is derived from community based participatory definition process. This classification recognizes that not all orphaned children are most vulnerable. It equally recognizes that children living with parents can be most vulnerable.

5. FINANCIAL MANAGEMENT

5.1 Financial Management objectives:

The financial management objectives of SATF are three-folds:

1. Promote rapid transfer of resources to assist the target beneficiaries. SATF desires to have resources reach beneficiaries as soon as possible to address urgent needs of targeted beneficiaries. Implementing Partners shall be selected from regional, district and community levels to facilitate movement of supplies to the beneficiaries effectively and efficiently.
2. Ensure that resources are used accountably and effectively. Through pre-award assessment of IPs, the existence of a comprehensive accounting, reporting, monitoring and evaluation is confirmed. These systems will ensure the proper accounting and documenting of resources and results. In case of shortfall in accounting and reporting skills, SATF sets aside funds for capacity building within IPs
3. Comply with SATF and other donor's requirements and institutional financial regulations- The program activities and transactions will be guided by SATF's requirements and requirement of other donor's who are working in collaboration with SATF and the approved financial, procurement and regulations of the implementing partners,

5.2 Financial Accounting and Systems

SATF grants shall, to the extent possible, fit to the existing financial accounting structures, policies and systems of the IPs. The accounting structures, policies and systems should meet the following minimum standards:

- Assure an efficient flow of funds to program implementers

- Provide adequate and transparent reporting of program results
- Facilitate transparent, competitive and effective procurement
- Support effective monitoring and evaluation.

The pre-award assessment that will be conducted shall confirm that the organizations meet the required minimum capacities; that is, they have the appropriate accounting structures, policies, monitoring and evaluation systems before disbursement of the SATF funds.

5.3 Procurement Procedures

For bulk procurement of more than Tanzanian Shillings Five Hundred Thousand), IPs shall source quotations from at least three different suppliers of goods/services. Selection of suppliers shall be based on lowest price, good quality and ability to deliver on time.

Once the supplier has been selected a Purchase Order shall be prepared in triplicate (Original plus two copies). At this time the quantity, price and delivery terms will be included. The Purchase Orders shall be initiated by the Project Coordinator who will be responsible for purchasing. The purchase order with the requisition and the three quotations attached will then be passed on to Accountant for review and forwarding to the Head of the NGO for final approval. Add: after final approval, mode of payment should be through a cheque.

5.4 Record Keeping

The IPs shall keep all financial and technical documentation in storage for a period of 10 years from end of the project funding. If requested, they should be able to retrieve specific documents within 30 days. During the project implementation period, both the current and previous year's financial and technical documentation shall be kept in the office. These documents should immediately be accessible when required by appropriate authorities for verifications or audits.

5.5 Expense Control

Depending on the program, SATF shall provide an overall bench mark, by specifying the maximum amount allowed per beneficiary under each support and the ceiling

amounts shall be reflected in the approved budget. IPs shall not exceed the approved ceiling unless it is approved by SATF.(Link with the grant application guidelines inputs and the grant ceiling per NGO)

5.6 Bank Accounts, Interest and Program Revenue

The following are the requirements for managing the funds from SATF and its donor:

- IPs shall be required to open a new bank current account and submit bank information to SATF in order to receive funds from SATF
- To the extent possible, any unexpended funds shall be held in a bank account which bears interest.
- Interest earned from grant funds shall be accounted for and spent on the project activities
- Any revenue earned from grant funds shall be accounted for and spent on SATF project.

6 MONITORING, EVALUATION AND REPORTING (MER)

Box 3: Definitions

A MER system is based on three separate but interrelated concepts: monitoring, evaluation and reporting.

Monitoring is a systematic process of collecting and analyzing information to track the efficiency of the organization in achievements of goals. Monitoring provides regular feedback that helps an organization track costs, personnel, implementation time, organizational development, and economic and financial results to compare what was planned to actual events. In its simplest term, monitoring is collection and analysis of information to track project implementation.

Evaluation is a systematic process of collecting and analyzing information to assess the feedback of the organization in the achievement of goals. An evaluation provides regular feedback that helps an organization analyze consequences, outcomes, and results of its relevance, scope, and sustainability. In its simplest term, evaluation is the collection and analysis of information to assess the impact of the organization's work.

Reporting is the systematic and timely provision of useful information at periodic intervals. Reporting provides regular feedback that helps organizations inform themselves and others (stakeholders, partners, donors, board members, etc.) on the progress, problems, successes, and lessons of program implementation.

6.1 Objectives of MER

A Monitoring, Evaluation and Reporting (MER) system is a tool that SATF uses to see if it is achieving the change. SATF develops MER systems to ensure the following:

- MER provides a tool to evaluate how effectively the SATF promotes change
- MER provides a tool to monitor how effectively SATF promotes change
- MER fosters public and political cooperation and supports particular information needs for target audiences (such as donors, board members etc)

- MER provides Management with a tool to gain timely information on the progress of project activities, allowing them to compare what was planned to what is actually occurring
- MER promotes organizational learning and encourages adaptive management- action in response to learning

Box 4: Example of SATF's information Circle

1. A donor (for instance RFE) wants to promote a change- to mitigate effect of HIV/ AIDS to MVC
2. They provide (through SATF) a grant to local NGOs (Implementing Partners) that has a similar goal.
3. The Implementing Partners reports to SATF on how efficient and effective it has been in mitigating impact of HIV/ AIDS to MVC
4. SATF compiles the information from IPs and reports to donor and other Government Ministries
5. Donor condenses this information and disseminate to development partners and Government
6. The Government's partners read the information, measure the results, and possibly clear support for more programs relating to HIV/ AIDS responses

6.2 Organization of MER

6.2.1 Capacity building for MER

SATF shall train its IPs in MER activities including methods of data collection and reporting. SATF will also provide continuous guidance on MER to its Implementing partners such as training of existing staff, and IT support whenever need arises.

6.2.2 MER Unit

The Program Department shall be in charge of MER activity.

6.3 Result Based MER

In order to ensure that processes, products and services of SATF programs contribute to the achievement of clearly stated result i.e. *to assist MVC to become productive members of the society*, SATF has developed a Result chain/ framework that will help to identify a consequence of a particular activity, project or program that are implemented by SATF.

Table 2: SATF's Results Chain

Inputs/Processes	Outputs	Outcomes	Impacts
Resources and process utilized to produce a change/result: <ul style="list-style-type: none"> • Funding for the programs, facilities, and materials provided • Partnership/MOA with grassroots' organizations developed • Human resources hired/available • Training/mentoring for Key stakeholders, IPs and service providers offered • Coordination of implementation of the program undertaken • Basic need support package established • Best practices/lessons learnt identified and disseminated <i>Which lead to.... →</i>	Short term change, effects and results: <ul style="list-style-type: none"> • Increased/strengthened capacity of Communities to address the needs of MVC • Increased numbers of facilities, services, and programs available for MVC • Increased access of MVC to basic needs services • Increased quality of services/ care to MVC • Increased knowledge and understanding of HIV/ AIDS prevention transmission and care • Increased networking among grassroots' organizations under the program • Increased awareness of the community in child protection <i>Which lead to....→</i>	(Intermediate change, effects and results) A majority of the targeted population is covered by the intervention, resulting in improvement in: <ul style="list-style-type: none"> • Educational levels of MVC • Health status of MVC • Economic capacity of MVC and/or their care providers • Protection of MVC (reduced exploitation) • HIV/ AIDS prevention practices by MVC and their care givers. • Psychological/Emotional wellbeing of MVC <i>Which lead to...→</i>	Long-term change, effects and results: <ul style="list-style-type: none"> • Improved quality of life of MVC (education, health and economic stability): MVC become productive members of the society.
PROJECT LEVEL (Tracking Efficiency) (Implementation Monitoring)			
LEVEL		PROGRAM	
STRATEGIC LEVEL (EVALUATING EFFECTIVENESS) (OUTCOME MONITORING)			

6.4 Indicators

For the purpose of obtaining evidence of how much has been or has not been achieved in the course of implementing SATF programs. SATF has developed indicators that will help to determine if objectives are being achieved or will provide signals on the need for corrective management action or evaluation of effectiveness of various management action. However, depending on the donor requirement, SATF in collaboration with the donor may refine indicators to be used to measure performance of a particular program.

Table 3: SATF Program’s Results Chain Indicators

INPUTS/PROCESSES (RESULTS RELATING TO PROVISION OF RESOURCES AND PROCESSES)	
<p>Results Sought:</p> <ul style="list-style-type: none"> • Funding for the programs, facilities, and materials provided • Partnership/MOA with grassroots’ organizations developed • Human resources hired/available • Training/mentoring for Key stakeholders, IPs and service providers offered • Coordination of implementation of the program undertaken • Basic need support package established • Best practices/lessons learnt identified and disseminated 	<p>Indicators Selected</p> <ul style="list-style-type: none"> • Amount of funds mobilized from donors through different fundraising methods • Amount of fund mobilized through SATF’s investments • Number of IPs capacitated in PSS skills, financial management and MER • Standard package for MVC developed • Lessons identified (list)
OUTPUT (RESULTS RELATING TO SHORT TERM CHANGE AND RESULT SOUGHT)	
<ul style="list-style-type: none"> • Increased/strengthened capacity of Communities to address the needs of MVC • Increased numbers of facilities, services, and programs available for MVC • Increased access of MVC to basic needs services • Increased quality of services/care to MVC • Increased knowledge and understanding of HIV/AIDS prevention transmission and care • Increased networking among grassroots’ organizations under the program • Increased awareness of children’s right and protection among community members 	<ul style="list-style-type: none"> • Number of MVC community project established and get funded by SATF and/or its donor • Number of MVC accessing secondary and vocational education • Number of MVC accessing health, shelter, food and nutrition through Community projects • Number of MVC and/or caregivers who have increased knowledge regarding HIV/AIDS and psychosocial support • Number of MVC and caregivers supported with Income Generating Activities (IGA) projects. • Number of child protection programs established and get funded by SATF and/or its donor
OUTCOME (RESULTS RELATING TO INTERMEDIATE AND EFFECTS SOUGHT)	
<ul style="list-style-type: none"> • Educational levels of MVC • Health status of MVC • Economic capacity of MVC and/or their care providers • Protection of MVC (reduced exploitation) • HIV/AIDS prevention practices by MVC and their care givers. • Psychological/Emotional wellbeing of MVC 	<ul style="list-style-type: none"> • Proportion of targeted MVC who have completed secondary school • Proportion of targeted MVC who have completed Vocational training and are employed or have started their own business • Proportion of MVC who have improved their health status through community

	projects <ul style="list-style-type: none"> • Proportion of targeted MVC/Caregivers who have improved economic standing (have started their own IGA) • Proportion of MVC with improved emotional well-being (through accessing PSS care)
IMPACTS (RESULTS RELATING TO LONG-TERM CHANGE AND EFFECTS SOUGHT)	
<ul style="list-style-type: none"> • Increased quality of life for MVC • In the long term: increased number of MVC who are economically, emotionally and psychologically stable and who will be productive members of the society 	<ul style="list-style-type: none"> • Proportion of MVC with improved quality of life in whole or part to SATF's efforts (total number of MVC who have increased their health status, education level and economic status)

6.5 Monitoring

6.5.1 Monitoring visits

SATF shall organize regular monitoring visits to Implementing Partners. Such monitoring visit will include, but not limited to, attending training, observing distribution, visiting service delivery site, checking program records, or meeting with program beneficiaries.

Debriefing by SATF to the implementing partners should be done at the end of the field visits; this could be done in the formal meeting, and would be documented in writing and shared with IPs. *At minimum, SATF will provide a written statement to the IPs regarding the monitoring visit within two weeks after the monitoring visit.*

6.5.2 Monitoring tools

During the planning meeting SATF shall facilitate Implementing Partners to develop a benchmark calendar¹, and activity-based budget of the benchmark calendar² and a comparison chart³ shall be developed, which will be the tools for monitoring the progress of the program (**Annex 3- benchmark calendar, activity based budget templates**)

6.6 Evaluation

¹ A benchmark calendar is a listing of the key (or critical) activities an organization is undertaking laid out by date (a weekly calendar) over the period of a program (usually 1-2 years). This is updated quarterly re-scheduling activities as required based on changes in implementation.

² An activity-based budget of the benchmark calendar is an estimate of inputs required to undertake each benchmark activity.

³ A comparison chart compares what was actually planned and budgeted versus what actually occurred and was spent.

6.6.1 Formative Evaluation:

Whenever possible, SATF shall encourage Implementing Partners to conduct a formative evaluation at the beginning of the program or during the concept and design stage. Formative evaluation will help SATF to understand the operational setting of a potential program and will focus on determining if an intervention or program is required (and where), what exactly is required, who should be involved in the intervention and how the intervention will be carried out.

SATF encourages Implementing Partners to use either or all of the following methods:

- Review of existing information and knowledge (literature reviews and discussion with potential beneficiaries and partners)
- Focus group or small group discussion
- Individual in-depth interviews or short surveys
- Participant observation

6.6.2 Mid-Term Evaluation

SATF shall conduct mid-term evaluation to review its programs or work plan. This evaluation shall be conducted half-way through project cycle. The evaluation shall help SATF to:

- Assess progress in implementing activities
- Assess progress towards achievement of objectives or benchmarks
- Assess whether interventions and budgets are sufficient to reach desired results
- Identify barriers to achievement of results, objectives, and activities
- Identify opportunities, unanticipated accomplishments or innovation
- Specify changes required.

SATF shall use either or all of the following methods during mid-term evaluation:

- Reviews of services records and regular reporting systems
- Key informant interviews
- Direct observations

6.6.3 Impact Evaluation

SATF and its Implementing Partners shall conduct impact evaluation *every after three years* and will form a base for reviewing strategic plan

The Impact evaluation will focus on questions pertaining to what results have been achieved, what short-term and intermediate effects were observed as a result of program effort and what the outcomes mean.

The impact evaluation shall assess the following:

- Why progress towards planned results has been positive or unexpectedly negative
- How well needs of different beneficiaries were met (e.g. by gender, age, ethnic group)
- Identify and analyze unintended consequences and effects of activities.
- Examine sustainability of activities and their results.
- Distill lessons learned that may be useful elsewhere and/or by others
- Population- based surveys, longitudinal studies, review of secondary data etc.

6.7 Reporting

SATF and collaborating donors shall develop reporting templates for its program depending on program requirement. Therefore the manual shall be reviewed depending on the programs that will be undertaken. However, efforts will be made to ensure that new programs will use the current reporting templates for the purpose of uniformity and easy analysis and consolidation of data. The following are reporting formats for SATF MVC Education Program.

6.7.1 Technical reporting

Technical report shall indicate what types of support have been given to the beneficiaries. The following forms/templates should part of technical report:

Satf/edu/01: This form provides a detail of an MVC who has been supported with the grant and details of the support. In addition the form must be signed by a child/guardian and local leaders to confirm that MVC has received the support. A full size photograph must be attached in the form. The form remains at Implementing Partners offices and SATF team will verify the forms during field visits.

Satf/edu/02: This is the list of all MVC supported under the grant and description of the items supported. This report provides summary of satf/edu/01 form. The form is submitted to SATF annually.

Satf/edu/03: This template required IPs to report on planned activities, activities achieved and deviation (in quantitative format) as well as a small narrative section (Explanations of deviation, notable achievements during reporting period, Unexpected Obstacles during reporting period, and actions to overcome obstacles).

This form submitted to SATF semi-annually (15 days after the close of the reporting period).

Monthly Update report: This report provides the update of the accomplishment and challenges of the month. Moreover the form shall require IPs to report on the plan for the coming month. This report is submitted on monthly basis (**Annex 4-technical reporting templates**)

6.7.2 Financial reporting

IPs shall be required to report to SATF on semi-annual basis. The following form must be used by IPs when preparing report to be submitted to SATF. All original documents which include payment vouchers, contracts with suppliers, invoices and receipts from suppliers/service providers shall be sent to SATF together with the report:

Financial reporting template- Form 1: This form indicates the report of expenditures per activity. When filling this form, the Implementing partners shall be guided with the approved budget and work plans. The form reminds IPs to cross check if necessary supporting documents have been attached to the report. The financial report should be supported with the original receipts, bank statements, monthly bank reconciliations and other relevant financial documents (**Annex 5- financial reporting template**).

6.7.3 Reporting schedule

Reporting schedule shall be developed during planning meeting depending on the program requirement. For the purpose of SATF MVC Education program, the following reporting schedule shall be used.

Table 5: Reporting Schedule

Item	Report description	Frequency	Due dates
1.	Monthly Update report	Monthly	10 th day of the subsequent month
2.	Technical report	Semi-Annually	15 th day of the end of the period
3.	Financial report	Semi-annually	15 th days of end of the period

6.8 Grant Close-out

SATF will issue grant close out form to the IPs who have accounted for the grant disbursed to them as per technical and financial requirements of the program. The grant close out will be issued within 5 working days after satisfactory accountability of the grant (**Annex 6- Grant close out form**)

7. GRANTS ALLOCATION

Subject to Board approval, SATF shall allocate grants of its annual surplus from investments to benefit Most Vulnerable Children in Tanzania. SATF Implementing partner can receive grant of up to 30 Million. The Size and type of grant is allocated as:-

1. Small grants: TSHS 5-8 mil
2. Medium grant TSHS 9-30mil

The ceiling of the package of support for individual child as per classes should be decided on the basis of the prevailing market prices on items.

8. MANAGEMENT FEES AND INDIRECT COST

8.1 Management fees

SATF will charge management fees in the range of 15% to 20% of the total project cost for the donor funded programs/projects.

8.2 Indirect/Administrative cost

Any Implementing partners receiving funds from SATF shall be allowed to charge of up to 20% of the activity budget to cover for administration cost.

8.3 Indirect/Monitoring cost

Any Implementing partners receiving funds from SATF shall be allowed to charge of up to 5% of the activity budget to cover for monitoring cost.