



## TANZANIA COALITION ON DEBT AND DEVELOPMENT (TCDD)



## REPORT ON THE EVALUATION OF TCDD'S PROJECT ON POVERTY MONITORING AND POLICY ADVOCACY IN TANZANIA

Submitted by:  
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# CONTENTS

|  |           |
|--|-----------|
| Contents   | i         |
| Key Data of the Evaluation                                     | ii        |
| Executive Summary  | iii       |
| Acknowledgements   | v         |
| Abbreviations and Acronyms                                     | vi        |
| <b>Chapter 1</b>   | <b>1</b>  |
| Introduction and Background                                    | 1         |
| 1. Introduction and Background                                 | 1         |
| 1.1. Objectives and Purpose Of The Evaluation                  | 1         |
| 1.2. Background to the TCDD                                    | 2         |
| 1.3. Description of the Project                                | 2         |
| 1.4. This Evaluation and Intended Users of Findings            | 4         |
| 1.5. Structure of the Report                                   | 4         |
| <b>Chapter 2</b>   | <b>5</b>  |
| Evaluation Design and Methodology                              | 5         |
| 2.0. Evaluation Design and Methodology                         | 5         |
| 2.1. Evaluation Tools Development                              | 5         |
| 2.2. Methodology   | 5         |
| 2.3. The Report  | 6         |
| <b>Chapter 3</b>   | <b>7</b>  |
| Key Findings of the Evaluation                                 | 7         |
| 3.1. Project Relevance   | 8         |
| 3.2. Effectiveness   | 10        |
| 3.3. Efficiency  | 14        |
| 3.4. Impact  | 15        |
| 3.5. Sustainability  | 16        |
| <b>Chapter 4</b>   | <b>18</b> |
| Organizational Analysis  | 18        |
| 4.0. Organizational Analysis                                   | 18        |
| 4.1. The Structure, Mechanism of Governance and Accountability | 18        |
| 4.2. Human Resources Staffing, Adequacy and Development        | 19        |
| 4.3. Organizational Performance and Learning                   | 19        |
| 4.4. Leadership Transition                                     | 19        |
| 4.5. Staff Welfare and Remuneration                            | 19        |
| 4.6. Implementation of 2013 Evaluation Recommendations         | 20        |
| <b>Chapter 5</b>   | <b>21</b> |
| Lessons Learnt   | 21        |
| 5.0. Lesson Learnt   | 21        |
| <b>Chapter 6</b>   | <b>22</b> |
| Conclusions and Recommendations                                | 22        |
| <b>6.0. Conclusion And Recommendations</b>                     | <b>27</b> |
| <b>Annex i:</b> Terms of Reference (TOR)                       | 29        |
| <b>Annex ii:</b> Evaluation Tool                               | 38        |
| <b>Annex iii:</b> List of Persons Consulted                    | 39        |
| <b>Annex iv:</b> Stakeholder Analysis Table                    | 41        |
| <b>Annex v:</b> Literature and Documentation Consulted         | 44        |

## KEY DATA OF THE EVALUATION

|                            |   |
|----------------------------|---|
| <b>Project Title:</b>      | Poverty Monitoring and Policy Advocacy  |
| <b>Project No.:</b>        | 201301540 GBfdW-Ko 239/2013   |
| <b>Start Date:</b>         | January 1, 2014   |
| <b>End Date:</b>           | December 31, 2016   |
| <b>Type of Evaluation:</b> | End of Project Evaluation   |
| <b>State of Report:</b>    | Final Report  |
| <b>Date of Report:</b>     | June, 2016  |
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# EXECUTIVE SUMMARY

This document presents a report on the evaluation of the Poverty Monitoring and Policy Advocacy in Tanzania operated by the Tanzania Coalition on Debt and Development (TCDD). The TCDD signed a contract to receive a EURO 368,000.00 (Euro Three Hundred Sixty Eight Thousand) grant from the Protestant Agency for Diakonia and Development for Bread for the World – Protestant Development Service out of the grants of the Government of the Federal Republic of Germany. The fund was to cover the project phase – January 2014 to December 2016. The scope of the project covers – i) Poverty Monitoring (including budget tracking); ii) Advocacy and Lobbying (including campaigns); and iii) Networking and dissemination of results. At the local level, TCDD implements the project through its member organizations (NGOs, FBOs and CSO networks) to collaborate with communities to monitor MKUKUTA II while enhancing accountability and transparency in public service delivery in the health and education sectors. At national level, it engages the Social Services and community development committees of the Parliament to raise awareness of the situation and lobby the government to improve services.

The main objective of this assignment was to evaluate the efficiency, effectiveness, relevance and impact of the three-year BftW-funded Poverty Monitoring and Policy Advocacy Project, launched in January 2014 to further empower local communities and TCDD members to monitor public expenditure and demand accountability for public service delivery in the health and education sectors. The evaluation team used structured questionnaires as well as open direct questions to collect data from the TCDD Executive Director, TCDD members, Steering committee members, Members of Parliament, Local Authorities and BftW as the main funders of the project.

The external evaluation which covered twenty six (26) consultancy days in May/June, 2016 period, was conducted by consultants from AMKA Consult. At the commencement, the Consultants team met the TCDD Secretariat to discuss the ToRs, work-plan, schedule of work and logistics. They developed evaluation tools to include – stakeholder analysis tool, checklist and questionnaires. The team reviewed relevant documents and conducted a range of interviews - physical, online, telephonic etc. The responses were then compiled and analyzed for reporting.

## **The evaluation found out that:**

The project is relevant as it contributes to the broader national poverty reduction initiatives i.e. MKUKUTA II and social accountability stakeholder involvement from local to national level. It involves district level member CSOs in training, awareness raising, imparting knowledge and skills on how to monitor the MKUKUTA II poverty reduction strategies. The project has also engaged in service delivery research studies in the education and health sectors uncovering issues of poor quality in education and health. The TCDD interventions have uncovered inadequacy of budget, number of teachers, health providers, teaching facilities, health equipment and infrastructure, under five child mortality rate, maternal death and lack of medicine in many of the health services centers.

TCDD has influenced behavior change on duty bearers and the government. Service delivery from project local authorities and relations at local government level in those areas have improved tremendously as testified by community members, local leaders and local government officials. Gender mainstreaming in project activities has enhanced participation of women in project activities, involvement of women MPs and championing issues that focus on gender equity issues. Improved working relations between government leaders and TCDD member CSOs at district level has made government to become more accountable and transparent in both priority setting and budget allocation.

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<sup>1</sup>TCDD (2015), Progress report on poverty monitoring and policy advocacy project, Period January-December 2015

About twelve (12) district feedback seminars have been attended by 610 participants (312 male and 298 female) including local elected leaders (Councillors and MPs), stakeholders' e.g. Local Government Officials and CSOs.

Although it is difficult to attribute the change at impact level to TCDD alone, use of output/outcome and change of behaviour has easily been identified. The level of awareness on what the government is responsible for in the community through MKUKUTA II is relatively high in CSOs and citizens as in project areas. Problems facing education and health in Tanzania are now being debated openly and widely throughout the media and countrywide. Feedback and advocacy have influenced government to re-allocate more funds to the primary and secondary education and has promised to employ all graduate teachers for secondary schools; and to provide bursary for those aspiring to undertake degree courses in education.

The project is highly promising in terms of sustainability because the capacity developed amongst CSOs and community members and the awareness raised will be there to stay. Besides, poverty monitoring teams have been established and are actively conducting their feedback disseminating meetings and engage in follow-up responsibilities. These institutions will continue to exist even after the end of the project.

On organization, the Coalition Secretariat has maintained a small team of five staff in a rented office in Dar es Salaam. So far their performance has been efficient. However, the evaluation team sensed an overload likely to become a de-motivator in the long run and might work against programme efficiency. The TCDD should therefore consider balancing the overload with incentives or possible staff recruitment to fill the skill gaps in the areas of Monitoring and Evaluation as well as Policy Analysis and communication.

### **Lessons Learnt:**

The evaluation drew a number of lessons from project implementation. These include:-

- Evidence based research is very powerful in conducting policy advocacy for policy change because it generates information and data which are scientifically proven for the purpose of influencing policy change or legal reform.
- Engaging with local government leaders at district or municipal level is very critical for influencing policy change at this level where, in most cases, the policies are implemented; and a big share of public resources is disbursed. If no close follow-up is made, there is likelihood of mismanagement of resources that would lead to poor service delivery. The engagement improves service delivery and cultivates harmonious relations between local leadership and community members that also improves transparency and good governance.
- Implementing the programme through member organizations is cost-effective and cultivates ownership of the programme among them. This has a great potential for sustainability of the achieved change and motivates the community members and their local institutions to have the legitimacy to hold the duty bearers to be accountable and transparent.
- Raising awareness among the community regarding domestic debt stimulates community concerns which alarm the government to react absolutely or doubtfully.
- Involving in dialogue and information dissemination, including publication, sensitization and media engagement strengthens public awareness which is crucial for influencing policy makers for change.
- Most CSOs require skills, knowledge and understanding for effective and efficient poverty monitoring and budget tracking.
- Cross learning and sharing of experiences between and amongst different networks (thematic and generic) adds value to the advocacy work that is done at a national level which at the end leads to social transformation.
- Debt and aid issues are increasingly being debated in the public domain with the support or facilitation of the media.

# ACKNOWLEDGEMENTS

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We would like to express our appreciation first and foremost to the Chairperson and members of the TCDD Steering Committee, the Executive Director and all the staff of the Coalition Secretariat for their warm reception and kind assistance throughout this process. In addition, our respondents were invaluable in giving of their time and views, in the various forms, physically, on-line or on telephone to aid the evaluation – including the BftW staff responsible for Tanzania, as well as the many dozens of others we interviewed from civil society organizations, government and ordinary citizens. We humbly say thanks to you all.

**Arcardo L Ndawalla**

Eke A Mwaipopo

## ABBREVIATIONS AND ACRONYMS

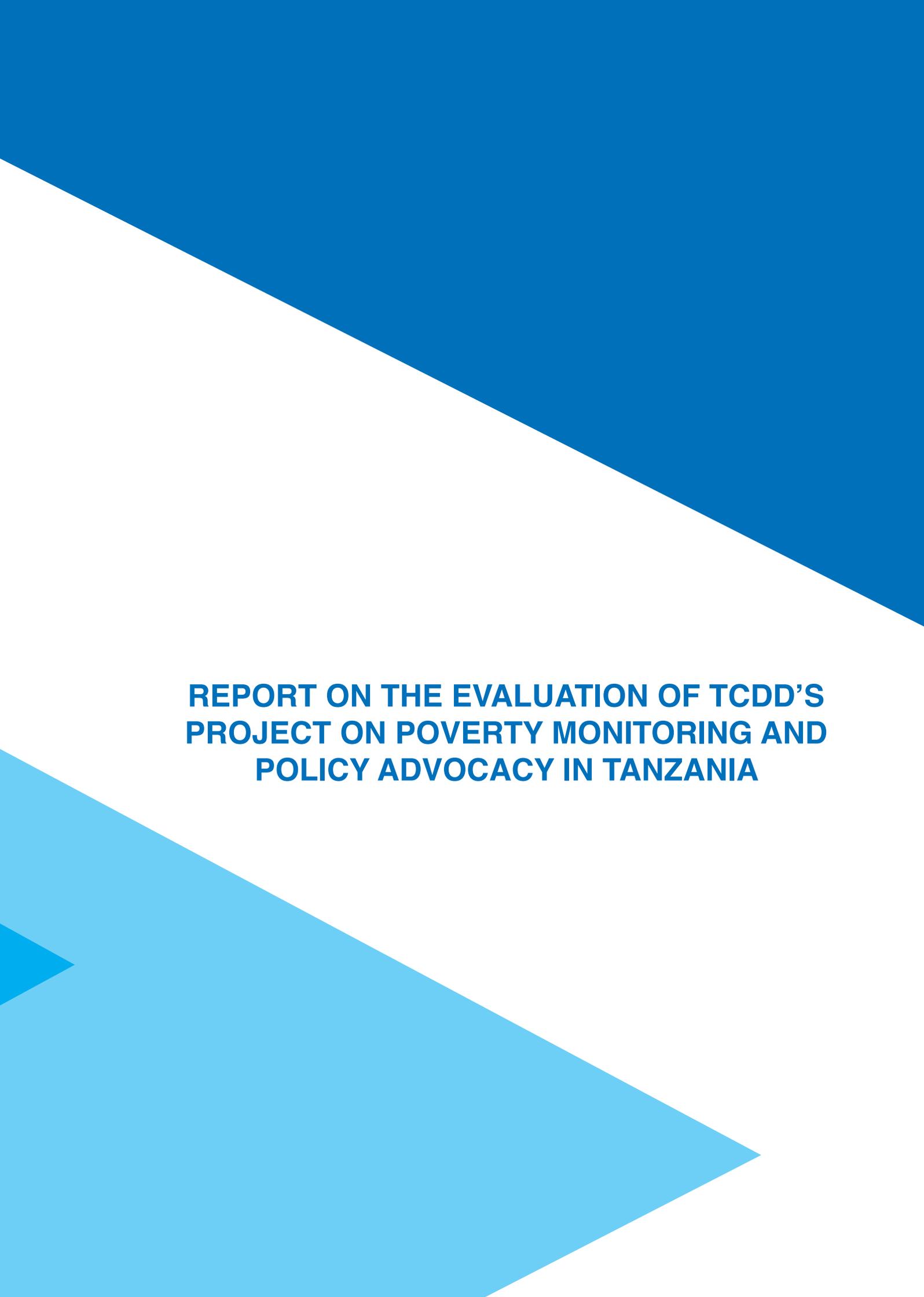
|            |   |
|------------|---|
| AGM        | Annual General Meeting  |
| AFRODAD    | African Forum and Network on Debt and Development                   |
| BAKWATA    | Baraza Kuu la Waislamu Tanzania                                     |
| BfdW       | Bread for the World   |
| BoT        | Bank of Tanzania  |
| CAG        | Controller and Auditor General                                      |
| CCT        | Christian Council of Tanzania                                       |
| CSO        | Civil Society Organization  |
| DED        | District Executive Director   |
| DESUNE     | Development Support Network   |
| EA         | East Africa   |
| EED        | Evangelischer Entwicklungsdienst e.V                                |
| FBO        | Faith Based Organization  |
| GLGGA      | Government Loans, Guarantees and Grants Act                         |
| ICISO      | Iringa Civil Society Organizations                                  |
| KIUNGONET  | Kigoma & Ujiji Non-Governmental Organizations Network               |
| LG         | Local Government  |
| LGA        | Local Government Authority  |
| LGRP       | Local Government Reform Program                                     |
| LSRP       | Legal Sector Reform Programme                                       |
| LINGONET   | Lindi NGOs Network  |
| LSRP       | Local Sector Reform Program   |
| MANGONET   | Masasi NGOs Network   |
| MBENGONET  | Mbeya NGO Network   |
| MD         | Municipal Director  |
| MKUKUTA    | Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania (see NSGRP) |
| M&E        | Monitoring and Evaluation   |
| MoF        | Ministry of Finance   |
| MP         | Member of Parliament  |
| MSD        | Medical Stores Department   |
| MTWANGONET | Mtwara NGO Network  |
| NCA        | Norwegian Church Aid  |
| NDS        | National Debt Strategy  |
| NGO        | Non-Governmental Organization                                       |
| NSGRP      | National Strategy for Growth and Reduction of Poverty (see MKUKUTA) |
| OGP        | Open Government Partnership   |

|       |  |
|-------|--|
| PETS  | Public Expenditure Tracking Surveys/System         |
| PFMRP | Public Financial Management Reform Program         |
| PSRC  | Public Sector Reforms                              |
| RANGO | Rukwa Association of Non-Governmental Organization |
| SAM   | Social Accountability Monitoring                   |
| SAMC  | Social Accountability Monitoring Committees        |
| SDGs  | Sustainable Development Goals                      |
| SEMA  | Sustainable Environment Management Action          |
| TAHEA | Tanzania Home Economics Association                |
| TCDD  | Tanzania Coalition on Debt and Development         |
| TEC   | Tanzania Episcopal Conference                      |
| TEDG  | Tanzania Ecumenical Dialogue Group                 |
| ToRs  | Terms of Reference                                 |
| UNDP  | United Nations Development Program                 |
| URT   | United Republic of Tanzania                        |
| VEO   | Village Executive Officer                          |
| WEO   | Ward Executive Officer                             |
| WRDP  | Women Research and Documentation Project           |



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# CHAPTER 1

## INTRODUCTION AND BACKGROUND

### 1. INTRODUCTION AND BACKGROUND

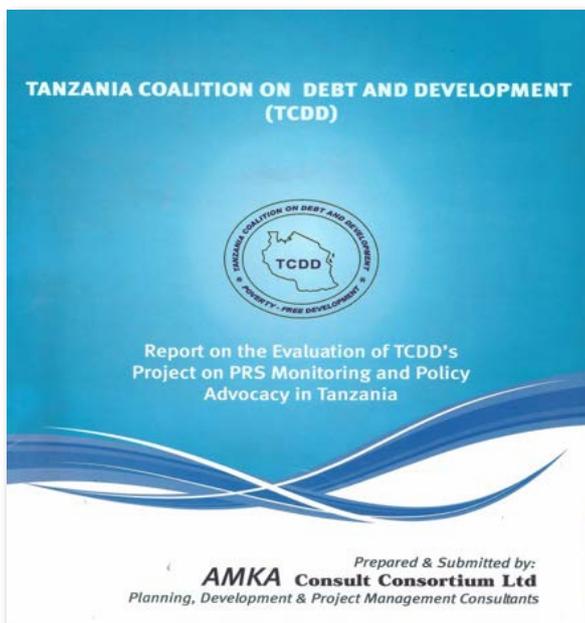
This chapter presents an introduction to the external evaluation of the project on Poverty Monitoring and Policy Advocacy in Tanzania operated by the Tanzania Coalition on Debt and Development (TCDD). The project is implemented through member organizations (NGOs, FBOs and CSO networks) in various regions of the country. The chapter provides background information on the project and presents the purpose and objectives of the evaluation.

#### 1.1. OBJECTIVES AND PURPOSE OF THE EVALUATION

The evaluation has been intended to evaluate the efficiency, effectiveness, relevance and the impact of the project if there is any change that has taken place (or is beginning to take place) among the target communities and their local institutions as a result of the intervention; to measure how the intervention has been relevant to/or has influenced national poverty reduction policies and strategies; to assess the approaches employed in engaging with communities and show how effective they have been together with the availability/adequacy and utilization of resources; and to generate conclusions and recommendations for improvement in focus, design and implementation of the intervention in future.

#### **The purpose of the evaluation exercise is to;**

- enable TCDD to benefit from an outsider's view of what needs to be continued or changed for TCDD to continue to play a relevant role on issues of debt and development and to see what needs to be done for it to manage its programs better.
- assess the state of governance and receive suggestions on possible strategies for improvement; reveal relevance of the project and open-up possibilities for continuation of interventions; and
- provide some form of accountability of TCDD to its constituent members, stakeholder communities, the government and donors.



Since the project is coming to an end in December, 2016 TCDD sought to conduct an evaluation so as to look back and assess its performance against its mission, goals and objectives. It is anticipated that the results of the evaluation presented in this report will also enable the funding agents to see whether their funds have been spent appropriately and cost-effectively. On the part of the TCDD Annual General Meeting, Steering Committee and the Secretariat, the evaluation results are expected to feed into the preparation/formulation of the next Project Funding Proposal for the Tanzania Coalition on Debt and Development (TCDD).



*Participants during the Annual General Meeting which held on 15th April 2016 at Peacock Hotel*

## **1.2. BACKGROUND TO THE TCDD**

The Tanzania Coalition on Debt and Development is a Coalition of over 90 CSOs in Tanzania that have dedicated themselves to undertake lobbying and advocacy activities on policy, budget, debt cancellation, poverty reduction and sustainable human development. Its mission is “being a civil society platform committed to capacity building and mobilization for lobbying and advocacy for economic justice and pro-poor development seeks to campaign for sustainable foreign and domestic official debt and effective civil society involvement in the formulation and implementation monitoring of Government policies that impact upon the lives of poor people”. TCDD vision is “Freedom from an unsustainable debt burden and abject poverty characterized by pro-poor people- centered development based on full participation of the people in policy-making, implementation and monitoring from the grassroots to the national level”.

Hence, membership to TCDD is demand driven so long as the aspiring member organization is dully registered with appropriate NGO regulatory institutions. Initially, TCDD was launched as a loose Coalition in 1998, and then officially registered as a Non-Governmental Organization on 17th December 2007 with Registration Certificate No. 00NGO/0260 under the Non-Governmental Act No. 24 of 2002. Member organizations include FBOs, NGOs, Networks and Forum across all sectors.

TCDD has worked with CSOs, stakeholders and networks. This has strengthened partnership and provided indication and position at the National level for organization engaged with national government on debt, pro-poor and development.

## **1.3. DESCRIPTION OF THE PROJECT**

The current phase of the project was launched in January 2014 with a fund of EURO 368,000.00 granted to TCDD by the Protestant Agency for Diakonia and Development for Bread for the World – Protestant Development Service out of grants of the Government of the Federal Republic of Germany.

The project scope covers three aspects of – i) Poverty Monitoring (including budget tracking); ii) Advocacy and Lobbying (including campaigns); and iii) Networking and dissemination of results. The project seeks to strengthen civil society and increase civic (community) participation through accountable governance (responsible governance) by monitoring the effective implementation of MKUKUTA II in context of public budgetary resources allocated for social services delivery (secondary education and health care) and use the findings to advocate and lobby for accountable and transparent system for managing public resources which in turn curb corruption and unsatisfactory service delivery in the 12 selected districts.

The purpose of the project is to enhance the capacity of TCDD Member CSOs at district level to collaborate with communities monitor MKUKUTA II in the context of enhancing accountability and transparency in public service delivery. According to the project proposal, the project which engages at two levels (i.e. the local CSO level and the national parliamentary level) endeavoured to achieve the following two immediate objectives by the end of the project phase:-

**i) At local level**

More than (50%) of the targeted CSO are monitoring the implementation of the poverty reduction strategy (MKUKUTA II) at local level (district / ward) independently – especially with regard to education and health. They inform and mobilise the local community to hold their government accountable.

At this level, the proposal suggested the following indicators to be applied to measure the degree of achievement of the project objective:

- CSOs are issuing monitoring reports regarding the implementation of MKUKUTA II at district and ward level (especially with regard to education and health).
- The local communities are engaging with their local government and are making use of the knowledge gained through the interaction with the CSO.

**ii) At national level**

The Parliamentary Committee on Social Services is aware of the situation in the project region and lobbies its government to increase financial, human resource and materials to secondary schools and health facilities. At this level, the proposal suggested the following indicators to be applied to measure the degree of achievement of the project objective:

- The Parliamentary Committee on Social Services is making use of the information provided by TCDD and takes up demands from TCDD.
- Members of the Committee are showing concern and interest by visiting project districts.
- The working relations between TCDD and the Committee become more intense and trustful (to be noticed by an increase in informal talks or by an increase in committee members seeking data/information particularly on National debt from TCDD).

#### **1.4. THIS EVALUATION AND INTENDED USERS OF FINDINGS**

The evaluation findings of this evaluation are primarily intended for:-

- i) TCDD Steering Committee and management who will be the main users of the findings and recommendations in future programming, community engagement and policy influence;
- ii) TCDD member organizations for self-assessment and understanding of their own work in a broader perspective as well as for steering future interventions to ensure they address their concerns;
- iii) Donors for feedback on whether their support (funds) have been used for agreed purposes and on issues of accountability and cost effectiveness;
- iv) Government and its regulatory institutions for feedback on accountability, transparency and ensuring safeguards and coordinated planning in broader nationwide interventions.

#### **1.5. STRUCTURE OF THE REPORT**

This report is presented in six chapters. Chapter 1 presents the introduction of TCDD, description of the project, objective and purpose of the evaluation and intended users of the findings of the study. It also describes the report documents to facilitate navigation. Chapter 2 is on the design and methodology of the evaluation, the targeted respondents, tools used and the reporting of feedback.

Chapter 3 covers findings of the evaluation categorized in the areas of- relevance, effectiveness, efficiency, impact and sustainability of the project benefits. Chapter 4 is about organizational analysis focusing on issues of governance, availability and utilization of resources, leadership and staff welfare. Chapter 5 dwells on lessons learnt from project design, implementation and impact, while Chapter 6 brings together the logical conclusions of the evaluation and the recommendations for future improvement arising from the conclusions.

## CHAPTER 2

### EVALUATION DESIGN AND METHODOLOGY

This chapter presents the evaluation design and methodology employed by the evaluation team to assess the performance of TCDD against objectives and drawing conclusions and recommendations for the future.

#### 2.0. EVALUATION DESIGN AND METHODOLOGY

Consistent with the ToRs, TCDD's broad membership and the purpose of the evaluation, the evaluation team planned and carried-out the assignment in a participatory manner. The evaluation involved a wide range of stakeholders to include – the Coalition's CSOs members, beneficiary community members and their local institutions taking into account factors like social group, class, gender, age etc. Also, it involved local and central government personnel, elected leadership (i.e. Councilors and MPs). The intention to open-up communication channels to all social groups was achieved through use of appropriate participatory tools and methods such as – Focused Group Discussions, interviews, on-line interviews and telephone interviews. At introduction, the Consultants team met the TCDD management team to share on the comments on the ToRs, work-plan, schedule of work and modality to be employed in executing the assignment. Also, the meeting, inter alia, discussed the role of the client in supporting the implementation and the desired output of the assignment. The initial consultations aimed at setting the stage, stating and clarifying expectations and work planning.

#### 2.1. EVALUATION TOOLS DEVELOPMENT

The evaluation team used a combination of methods to gather and collect different sets of data for evaluation and analysis and formulation of conclusions. The team developed the following set of tools for collecting information:

**Stakeholder Analysis tool:** The special stakeholder analysis tool analyzed the stakeholders of TCDD on the basis of functions that are considered critical to the organization and effectiveness of the project. The stakeholder analysis was important for the evaluation team to make decisions on who should be targeted for evaluation.

**Checklist:** A checklist for the evaluation was developed taking into consideration the ToRs as well as the agreed evaluation framework. The checklist and other tools were translated into Kiswahili from English in order to facilitate understanding and smooth communication during the implementation of the evaluation. These tools have been attached to this report as Annex II.

**Questionnaire:** The Evaluation Team also used an on-line Evaluation Questionnaire which comprehensively covered the question items of all evaluation components for members who could not be reached physically.

#### 2.2. METHODOLOGY

Twenty eight (26) consultancy days were allotted to complete the evaluation, which took place in the period May/June, 2016 in the following breakdown:-

- 3 – Days spent on the lead-in period i.e. briefing, orientation, discussion of ToRs and contracting formalities;
- 4 – Days mainly documentary review and inception, including agreeing on work-plan and its logistical implications;
- 12 – Days fixing and holding meetings and interviews, telephone communication, e-mail communication and compilation of data;
- 5 – Days analysis of findings and report writing;
- 1 – Day presenting the Draft Report to a stakeholder meeting; and
- 1 – Day incorporating comments and finalization of the report.

**Key background documents** for reading and review on TCDD and its context in Tanzania were made available. Included were: Government of Tanzania policy documents (such as The National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA), MDGs and internal documents including The TCDD Evaluation Report 2013, Audited Financial Statements 2014 and 2015, Annual Reports 2014 and 2015, Staff Regulations, Strategic Plan 2013-2017, TCDD - BftW Agreement of Cooperation, Audit Agreement, TCDD work plans and various reports by TCDD.

Lists of names and contact addresses of potential interviewees were provided and key informants such as Steering Committee members, The major stakeholders including NGO Networks, members of other CSOs, members of Parliament, government officials at local and national levels, BftW contacts and others.

Interview – physical, online and telephonic were conducted and questions were devised according to the type of informant, keeping in mind adequate consistency to the overall for analysis. Not all on the initial list were available nor was time sufficient to interview each of them. For example, the majority of government/parliament figures were unavailable as they were in Dodoma for the budget parliamentary session. Responses from BftW representative were received via e-mail. The complete List of People Interviewed with dates and affiliations have been appended to this report as Annex. IV)

### **2.3. THE REPORT**

Findings were analyzed and compiled into a report, according to the following format which had been proposed by evaluators and agreed with TCDD:

- Executive summary or overview
- Acknowledgement
- Abbreviations and acronyms
- Six chapters covering introduction of the project, methodology of the evaluation, findings of the evaluation and logical conclusions and recommendations
- Annexes as noted above and any others viewed as relevant by the evaluators (TORs, lists of persons interviewed, bibliography, detailed analysis, etc.)

Initial key findings and recommendations were presented to TCDD and circulated amongst key stakeholders for comments. Their comments were incorporated to the final report and submitted in the last week of June, 2016.

## CHAPTER 3

### KEY FINDINGS OF THE EVALUATION

This chapter presents the assessment of TCDD performance against objectives focusing on aspects of project relevance, effectiveness and efficiency of project implementation. It also looks at the change in the poverty situation and social accountability that can be attributed to the project in form of impact. Further it presents the efforts of the project to sustain its benefits to community beyond the life span of project implementation.

#### 3.1. PROJECT RELEVANCE

This section constitutes the assessment of relevance of the project to the target group, the country and other parties. Also it gives an assessment of the rationale of the program in the Tanzanian context.

##### **Rationale and context of the project**

The rationale of the project is based on the fact that in spite of the various poverty reduction initiatives Tanzania still remains among the group of 25 poorest countries of the world. Poverty rates are highest in rural areas but urban poverty has been on the increase. Indicators of poverty in urban areas include mushrooming slums, poor access to social services, deteriorating safety (especially to women and children) and increasing incidence of crime. Women and youth are more vulnerable to poverty because of the inherent discriminatory structures. Despite some achievements and sustained economic growth over the past decade, there has been very little impact on improvement of the livelihoods of the poor. To date, Tanzania is classified as a low human development country and in terms of poverty, ranked 159th out of 187 countries. On the part of the education sector, poor quality of education has been a persistent problem. A survey by Uwezo East Africa shows cases of children completing primary education (class VII) without competence in basic literacy and numeracy. This also indicates that the country's governance is weak. Hence, the need to empower local communities and their local institutions (TCDD members) with knowledge, skills and tools for monitoring public income and expenditure and pressing for accountability and improved public service delivery.

Interviewed respondents indicated, inter alia, that accountability interventions following up on income and expenditure have been exerting pressure on policy makers and the government in general. As a result, government has been responding by delivering its promises (which had not been fulfilled) in service delivery. Rapid population growth, growing social inequalities, climate change and unreliable crop markets were pointed out as some of the contributory factors to persistent poverty in communities.

##### **Relevance of project in relation to country priorities**

Tanzania has developed the vision 2025, and the National Strategy for Growth and Reduction of Poverty (NSGRP II/MKUKUTA II) which ended in December 2015. The poverty eradication strategies did not realize their goals because of: inadequate participation by communities in developing their plans; corruption and public financial mismanagement; inadequate financial resources; and failure of decentralization by devolution, which has seen most of the decisions being made from the centre. Evaluators further learnt from CSOs as well as LGA officials of the TCDD contribution to the broader national poverty reduction initiatives (i.e. MKUKUTA II). They have been complementing broader national poverty reduction initiatives and stakeholder involvement from local to national level.

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<sup>3</sup>Tanzania Demographic and Health Survey, 2012

<sup>4</sup>UNDP Human Development Report 2014.

<sup>5</sup>[www.Uwezo.net/uploads2012/09/RO\\_2012\\_Uwezo East Africa Report](http://www.Uwezo.net/uploads2012/09/RO_2012_Uwezo%20East%20Africa%20Report)

<sup>6</sup>The OGP is a global initiative that aims at promoting transparency, accountability, citizen empowerment, and encouraging the use of new technologies to improve governance. It is a coalition of Governments, citizens and Civil Society Organizations working together to advance transparency and accountability in Government.

The United Republic of Tanzania joined the Open Government Partnership (OGP) initiative in September, 2011. The intention was to make Government business more open to its citizens in the interest of improving public service delivery, government responsiveness, combating corruption and building greater trust. The adoption and implementation of OGP aimed at complementing various Government initiatives being implemented in Tanzania built on key pillars of good governance. The four main pillars of OGP are transparency; citizen participation; accountability and technology and innovation.

In Tanzania, the focus has been on three service delivery sectors of Health, Education and Water. In this respect, in order to improve and sustain good governance efforts, the Government committed itself to increase the availability of information about Government activities, support citizens participation by promoting public engagement, implementing high standards of professional integrity, ensuring transparency in the management of public finances, and increase access to new technologies for openness and accountability. To achieve this objective, the Government in collaboration with civil society, developed a one year (2011/12 – 2012/13) Action Plan, whereby commitments were agreed and endorsed. All responsible sectors were then required to submit implementation reports on quarterly basis.

However, TCDD initiatives become even more relevant and necessary today because despite all the rosy commitments, Governance in Tanzania has continued to be weak, laden with corruption, lack of transparency in the government system, misappropriation of public resources, violation of human rights and growing inequalities in society. Among the citizenry, this has stimulated public mistrust to their government. Citizens individually and through their institutions (NGOs, trade unions, etc.) are making efforts to call government to deliver on its promises. Protests against government failures to improve working conditions are on the increase in the education and health sectors. In response to this state of affairs, the government itself has introduced programmes to respond to citizens' demand for accountability including access to public information.

The public sector reforms and programmes have been implemented in the country to enhance good governance, a number of institutions have been established. These government initiatives have not been successful in addressing accountability failures. This possibly because they have continuously not been involving the citizenry with their community institutions that have been regarded as passive subjects at the receiving end. The poverty monitoring and policy advocacy intervention by TCDD brings in the important element of stakeholder involvement as well as establishing a link between community members and their government in following-up accountability, influencing policy towards pro-poor development.

### **Relevance of project in relation to target communities**

The evaluation found out that the the project has been involving district level member CSOs in training workshops, awareness raising, developing their understanding of MKUKUTA II and imparting knowledge and skills on how to monitor the MKUKUTA II poverty reduction strategies in the education and health sectors at local level. Interviewed local government authority officials continued to appreciate the work done by TCDD in that it made LGA staff at the local level more transparent and accountable, which is part of their obligation to the community they serve.

Besides, the project has engaged in service delivery research studies in the sectors of education and health at the grassroots level of community. These studies have been able to uncover issues of concern to communities in terms of efficiency and effectiveness of service delivery at local level. In this way, coupled with discussions at dissemination seminars, the project has been a mouthpiece for community

### **Text Box I: Testimony of Project Relevance from Mufindi District: The Case Classroom Desks**

A respondent from Mufindi district reported, “ TCDD supported some member organizations to conduct assessment in 12 districts all over the country on the Health and Education sector. Mufindi was among the selected districts. When we visited schools in Mufindi we found some of the pupils sitting on the floor due to inadequacy of desks while Mufindi district is the leading timber producer in Tanzania. It was unbelievable and we could not imagine the situation of desks in schools in districts which have no timber like Mufindi!”

Issues of equitable access to quality secondary education and health services at the local level have been in the mainstream of TCDD’s engagement with its members and their communities. In other words, the intervention has been an eye opener to community members who have benefited by gaining awareness of the realities in development planning, budgets and their implementation in service delivery. Specifically, the issues pointed out by respondents include those of – quality and number of teachers and health providers, adequacy of teaching facilities (eg books, laboratory equipment, desks and other materials).



**Office of the head teacher and other staffs  
at the New Kiomboi Secondary School,  
Iramba district – before the project**



**Office of the head teacher and other staffs  
at the New Kiomboi Secondary School,  
Iramba district – after the project**

It also touches on sensitive issues like that of low teacher salaries. On the part the health sector there are issues of inadequacy of health facilities, qualified health staff and poor health infrastructure, equipment and loss and pilferage of medical supplies. All these remain important areas to address because the government has not been able to monitor everything in these sectors considering the large size of the country.

However, despite the relevance of the probed areas and findings of the project’s research studies, the results have been ephemeral in the sense that, apart from dissemination seminars, there has been limited sharing beyond those who were involved in the process. This report recommends that TCDD should publish as much of its research findings as possible and in simple accessible popular versions so as to improve information sharing.

## Changes in project context during implementation

Eversince its inception in 1998 as a loose coalition, the TCDD has been championing issues of accountable governance such as awareness raising on poverty reduction processes, capacity building for policy engagement, poverty monitoring and budget tracking. On the other hand TCDD has been campaigning on Economic Justice, which consists of two main projects, namely (a) debt; and (b) trade and trade-related issues; Not only that but also TCDD has been a pioneer of networking by involving (a) dialogue with various policy makers within and outside Tanzania; and (b) information dissemination, which includes publication, sensitization and media engagement. TCDD in 2014, 2015 and 2016 has in place a 2013-2017 Strategic Plan which has made it to have a systematic way of working, changed its approach on how to advocate debt issues and management of debt.

Apart from the foregoing, the evaluation found the project on PRS Monitoring and Policy Advocacy in Tanzania to be still valid despite the pronounced position of the Phase 5 Government of Tanzania to enhance efforts towards poverty reduction. To-date, despite various Government accountability initiatives established in Tanzania, the TCDD has been the only institution set to monitor public debt for the purpose of holding government to account. Otherwise, the Minister for Finance of the United Republic of Tanzania (URT) is conferred authority to raise external and domestic loans; issue guarantees; and receive grants for and on behalf of URT. Research findings of a study commissioned by TCDD have revealed that there are gaps emanating from the GLGGA (1974 Rev.2004). Besides, TCDD has been able to raise public awareness with regard to government debt to the extent that each citizen becomes aware of the per capita debt. In the period of the 2015 elections, many politicians hijacked the TCDD agenda to support their campaigns.

## Relevance in relation to donor priorities

Responding to questions on the relevance of the project to donor priorities, two members of the TCDD Secretariat observed that donors have been keenly interested in seeing responsible borrowing and involvement of Parliament in the borrowing process for the benefit of improved service delivery to communities and contribution to poverty reduction processes. It is in this light that TCDD members and their communities take obligation to monitor budgets, income and expenditure.

## 3.2. EFFECTIVENESS

This section assesses the extent to which intended results or outputs of the program have been realized. It also looks at the comparison between what was expected and the actual results.

### Expected achievement of objectives at local level

The project was intended to ensure that more than 50% of the targeted CSO are monitoring the implementation of the poverty reduction strategy (MKUKUTA) at local level (district / ward) independently – especially with regard to education and health. The CSOs were also expected to inform and mobilise the local community to hold their government accountable.

In preparing CSOs for poverty monitoring, during the year 2014, two skills training seminars on poverty monitoring and budget tracking were conducted for districts based CSOs in Dodoma. The three-day seminars aimed at equipping participants with skills and knowledge on how to monitor poverty and track budgets. Participants came from among TCDD members who had not attended such seminars in the past as well as those who had attended but did not gain enough knowledge. A total of 48 CSOs were represented by 48 participants, among them 20 (i.e. 42%) were women.

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<sup>8</sup>The accountability initiatives established by the government of Tanzania include - The Public Service Reform Programme (PSRP); The Local Government Reform Programme (LGRP); The Legal Sector Reform Programme (LSRP); and The Public Finance Management Reform Programme.

<sup>9</sup>The Government Loans, Guarantees and Grants Act (GLGGA No.30 of 1974 as amended in 2004; and the National Debt Strategy (NDS) of 2002.

Besides, the training subjects included creating knowledge and understanding of MKUKUTA, the Secondary Education Development Programme (SEDP) and the Health Sector Development Programme (HSDP). Also, participants were exposed to research methods in poverty monitoring and to planning and budgeting process at municipal/district levels. The main objective was to enable CSOs to independently monitor MKUKUTA and track budget at their districts. The other objective was to train district CSOs so that they would also train communities in poverty monitoring.

In 2014 TCDD conducted training workshops and seminars on poverty monitoring at Morogoro and Dodoma. The events attracted participants from various regions including: Dodoma, Morogoro, Shinyanga, Mara, Singida, Kigoma, Mwanza, Manyara, Tabora, Bukoba, Pwani, Iringa, Lindi, Mtwara, Ruvuma, Rukwa, and Mbeya.

After receiving training, TCDD member CSOs engaged with local government leaders, heads of secondary school and primary health facilities to collectively mobilise resources and data for use from those institution. In the field work local government leaders provided great assistance to TCDD member CSOs at district level in accessing data and information needed for production of final monitoring report.

All twelve (12) member CSOs who engaged in the poverty monitoring activities have produced their monitoring reports showing, among other things, the data collection and compilation process on Education and health issues in their respective areas. A national report has been produced that is now used for dissemination, sensitization and Advocacy for changes in the area of education and health sectors.

The TCDD Annual Report for 2014 indicates that, at community level in project areas, the engagement with local government leaders has been easy and increased. Through this engagement, communities' demands for their rights have been increased and, as a result, service delivery in the education and health sectors has also improved.

### **Challenges in implementing training activities**

The duration of the training was short and could not allow the delivery of knowledge and skills that could make the trainings more effective. This was observed from training evaluation as well as in the field from the difficulty that CSOs encountered in compilation and analysis of data obtained from the field work, data administration and report writing. On this challenge the evaluation team recommends extension of training duration and continued technical assistance. The TCDD should continue with its approach of engagement of districts in that a selected set of districts for the entire three-year project phase period and considering the fact that education and health sectors are complex TCDD should consider to focus on one sector for bigger results and change.

### **Other relevant interventions**

The PETS funded by the Norwegian Church Aid (NCA) has conducted training, coaching and mentoring on how to execute Public Expenditure Tracking Surveys (PETS) continued effectively in Kilindi, Same, Geita, Bahi and Kasulu districts.

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<sup>9</sup>The districts involved were – Songea rural, Rungwe, Mufindi, Kigoma rural, Lindi urban, Bunda, Mkuranga, Kishapu, Magu, Bahi, Newala and Biharamulo

The TCDD Progress Report for 2014 and 2015 shows that data obtained from monitoring is shared with government officials, hospital and school managers at district levels and explanations for shortfalls in realizing MKUKUTA II targets and budgetary allocation are disclosed and mitigation measures put in place. Also, the information has been used for developing district action plans and strategic planning. As a result of this there was mutual complementarity.



There is acknowledgement by the central and local government for the efforts being done by TCDD to empower civil society organizations and local people to be able to openly discuss service delivery problems and therefore participated in decision making process on matters affecting daily life. On the other hand gender mainstreaming in project activities has enhanced participation of women in policy advocacy, training seminars, involvement of women MPs and championing issues that focus on gender equity aspects. Improved working relations between government leaders and TCDD member CSOs at district level has made government to become more accountable and transparent in both priority setting and budget allocation.

### **Education service delivery monitored and findings**

In both cases the monitoring findings uncovered issues of accountability failure to include – local government authorities using outdated demographic information. For instance, in both cases the local governments used data from the 2002 census (i.e. ten years ago). This was applicable to both the education and health sectors. The findings showed an urban bias in numbers of secondary schools leaving rural areas with fewer schools. The schools were poorly staffed in skills and numbers. The reports show a teacher – pupil ration of 1:55 which is higher than the minimum standard allowed by the Ministry of Education and Vocational Training (MoEVT). Moreover, the teacher deficiency made some schools to deploy certificate holders in secondary schools. The monitoring further reported that there were no services for pupils with special needs (i.e. those with disabilities). This covered - the special teaching learning methods and materials as well as physical facilities and equipment.

Also reported was high pupil drop-out at secondary school level beyond the 5% that MoEVT has been struggling to lower at all levels. The causes of drop-outs were listed as – pregnancy, truancy, environmental hardships, lack of food at schools, inadequacy of essential infrastructure and services e.g. transport, low level of cultural development (resulting in superstition) and general low community awareness on the importance and value of education.

The monitoring also found out a number of process and organizational factors which, if improved, may contribute to the improvement of services in the education sector. They pointed out that schools have development plans. However, there was a very weak link between schools and the LGAs; a link through which schools and their communities could contribute ideas for inclusion to the district plan. Hence, the LGAs do not guide the budgeting process in schools. Besides, coordination and monitoring of funds for the day-to-day running of the schools was also said to be weak because the schools do not have book-keepers.

### **This also culminates into poor school governance.**

The 2014 monitoring reports recommended, inter alia, increase of education budget nationally as well as at school level; recruitment of qualified teachers in requisite competencies and numbers; improvement of infrastructure; and review of curriculum in order for the education system to respond to the obtaining needs of the day.

Following the 2014 poverty monitoring findings, in 2014 a bigger number of CSOs had been trained and prepared for the monitoring exercise. Twelve (12) CSOs which monitored in Rungwe, Newala, Lindi, Bahi, Kishapu, Biharamulo, Mufindi, Magu, Bunda, Kigoma, Mkuranga, and Songea districts launched monitoring exercises in their respective places.

### **Expected achievement of objectives at national level**

In 2014, 2015 and 2016 TCDD continued to engage with MPs on debt and social services delivery issues. Few MPs picked up issues and presented them to Parliament during parliamentary debates.

Much as the Coalition has achieved most of its objectives at output level, still it depend upon other actors in civil society and the public in general to bring about long lasting change. This is mainly because, TCDD is only one of the actors contributing to the long term goal of bringing about an accountable government.

During 2014 and 2015 TCDD has continued to engage MPs, Development Partners and sector stakeholders at local, regional and international level for comparison of indicator in debt management.



*Engagement with MPs in Dodoma and Networking with other social accountability actors 12th April, 2014*

During the period under evaluation, in 2014 and 2015 TCDD has been in touch working with international actors especially Jubilee Germany and Jubilee UK on the looming debt crisis in Tanzania and Africa in General. Two TCDD staff have travelled to Germany for the same purpose.

TCDD continued to network with local as well as regional and international organizations in the globe. In such sharing, the TCDD findings by its members at local level are channeled to the national level for advocacy and policy influence.

The TCDD has continued empowering its members and communities through training, workshops, networks, debates and other forms of information sharing. Other CSOs (non- members of TCDD) have also benefited from information shared through TCDD interventions and they have used the information in planning their own advocacy strategies. This shows that TCDD's work has been contributing to frontiers beyond its planned objectives.



*Participants to the National Validation workshop November 13, 2014*

Respondents mentioned the following as factors that have been affecting the achievement of objectives:

- Empowering community members with knowledge, skills and tools for follow-up and monitoring income and expenditure to hold government accountable. This is critical because it is the citizens themselves who have obligation to press and follow-up on the government they elected
- It is the community members who are the recipients of the services delivered by government. Hence, it becomes easier for them to assess the quality and/or effectiveness of the services delivered.
- Since the community members are the voters who elect leaders into power, they are better placed to claim their rights and press leadership for accountability.
- The fact that communities are organized in their CSOs and networks, they become powerful drawing from the collective bargaining power.

### **3.3. EFFICIENCY**

This section presents the assessment of project implementation in relation to the resources allocated for the program within the planned time.

#### **Utilisation of resources**

According to interviewed respondents, project resources have not been adequate to trickle down to all members. However, all members have benefited from services of TCDD in such areas as – capacity building, networking, and information sharing and awareness creation on rights.

### **Project Progress Compared to Plans**

Progress has been within the focus of plans. The project objectives have been guiding performance. According to the evaluation team, much progress has been recorded in the areas of – capacity building, networking, poverty monitoring in the sectors of education and health, feedback information dissemination and sharing, awareness raising, policy advocacy and lobbying, technical assistance in the field and PETS implementation and follow-up.

### **Utilisation of Resources Compared to Budget**

According Audit Reports, the expenditure of TCDD has been within budgeted limits. By 31st December 2015, the TCDD accounts were not showing any deficit in expenditure. Also, Annual Progress Reports 2014 and 2015 indicate that spending did not exceed budget. Furthermore, the TCDD Annual General Meeting (April 2016) commended the Secretariat for improvement in transparency in financial expenditure monitoring.

### **Results in Relation to Resource Utilisation**

According to the TCDD progress reports (2014 and 2015) all planned activities have been implemented within planned timeframe. However, the resources have contributed to other results outside the plan as well. One of the unplanned results of resource utilization emanates from the fact that other CSOs (non- members of TCDD) have also benefited from information shared through TCDD interventions and they have used the information in planning their own advocacy strategies. This shows that TCDD's resources and work have been contributing to frontiers beyond its planned objectives. This implies a very high level of efficiency. With over 80 member organizations in the country, the TCDD budget barely reaches few beneficiaries with capacity building interventions, research and accountability monitoring activities. For instance, in the current project phase (i.e. January 2014 – December 2016) TCDD works with members in only 12 districts, whereas with bigger funding, it could broaden project activities to a larger number of districts. This becomes even more crucial considering the fact that Tanzania has 168 local government authorities (LGAs), hence the 12 districts makes only 7% (seven percent) of the country. The Coalition needs to develop a fundraising strategy with a purpose of broadening and diversifying its funding sources. Such strategies should aim at establishing a basket fund from which member organizations can draw funding for their interventions at community level.

### **3.4. IMPACT**

The outcome to come out visibly it takes a long time. However, according to the TCDD study on education and health service delivery in Tanzania (2011 – 2013) and 2014-2016 monitoring reports it has been established that advocacy, poverty monitoring, social accountability and lobbying have contributed positively to national policy influence on health and education processes. More than that is the fact that TCDD's agenda on the national debt has become a hot subject amongst development stakeholders in Tanzania.

The objective of the feedback seminars has been to share the research findings with community development committee of the council which included councilors, heads of departments and some CSO leaders.

A total of 160 participants attended the four district feedback seminars. Issues raised and discussed included - the need for construction of dormitories for school girls; increased numbers of patients in some health facilities; adult education as a key component for development; challenges in cost sharing in secondary education and examinations for Form II.

Many district level CSOs and community members have benefited from findings of TCDD intervention studies in the education and health sector service delivery progress at grassroots level. Because the TCDD has built the capacity of local CSOs on poverty and social accountability monitoring, the organizations and their communities have increased influence on duty bearers, policy and decision makers. The level of awareness and understanding of MKUKUTA II is relatively high in CSOs and citizens as experienced during 2014 through activities done in the field by TCDD partners.

## **Text Box II: Community Awareness Raising in Mtwara at the Time of Discovery of Natural Gas in the Region**

Community awareness has increased; some community members have guts and willing to educate their fellows regarding responsibility of the local government in provision of social services to her citizens. People have started participating in community and village meetings. For example in Mtwara, after the discovery of gas majority of the community had high expectations for abrupt change and enrichment. The network, MTWANGONET organized meetings and raised awareness regarding potential opportunities and motivated women and youth to establish economic groups for activities like supply of food stuffs to factories like the Dangote Cement Company and Madimba gas plant. After this awareness sank in community, the oil and gas companies also supported the community as corporate social responsibility by constructing latrines and providing laboratory equipments to Msimbati and Ziwani secondary schools respectively.

Other changes resulting from discussions of feedback and advocacy include - the government decision to re-allocate more funds to the primary and secondary education at local government levels; the promise to employ all graduates who would like to work as teachers in government secondary schools; and promised to provide bursary for those aspiring to undertake degree courses in education.

### **3.5. SUSTAINABILITY**

The project is highly promising in terms of sustainability because TCDD members are found all over the country working with community members implementing the project's objectives at district level. The TCDD interventions were preceded by capacity building and creating awareness to get member CSOs and their communities informed. The CSOs in project districts have been trained and equipped with skills and knowledge on how to monitor poverty and track budgets.

Besides, the poverty monitoring other subjects included - creating knowledge and understanding of MKUKUTA, the Secondary Education Development Programme (SEDP) and the Health Sector Development Programme (HSDP). In addition, they were exposed to research methods in poverty monitoring and to planning and budgeting process at municipal/district levels. The main objective was to enable CSOs to independently monitor MKUKUTA and track budget at their districts. Besides training, the CSOs have received technical assistance/ backstopping and mentoring in the field. The trained district CSOs have also been training communities in poverty monitoring. These local CSOs have taken-up responsibility in monitoring poverty. As this process takes root and CSOs and their communities continue to engage local government, there is all likelihood that the communities will sustain the poverty monitoring process. Since MKUKUTA II has elapsed in December 2015 the future poverty monitoring will be based on the 5 years National Development Plan framework.

Another factor affecting project sustainability is that, working close with local government contributes meaningfully to the sustainability of achieved benefits. While changing human behaviour and attitude is gradual and may take a long time, enforcements of compliance could be achieved by seeking close collaboration with elected leaders who after understanding the importance of poverty monitoring interventions can formulate by-laws to support sustainability of achieved benefits. In all project districts where poverty monitoring has been carried out, local government authorities have collaborated. In fact, LGA staff from education and health departments were involved in the provision and discussion of service delivery information. This involvement is an indication of acceptance of the project by the government.

Program sustainability also depends on the extent to which government policy will be influenced. The TCDD will require enhancing communication of poverty monitoring findings in the education and health sectors, awareness raising and capacity building in communities to give those tools of analysis. Public opinion is crucial to development and determining direction of change. It has great potential of influencing government policy at local and national levels. Informed public opinion exerts pressure for government accountability and instigates positive change in society. In order for the program to gain roots and acceptance for sustainability plan will have to select the most effective methods of communicating information to the public. In order to achieve the benefits of communication, despite the fact that TCDD has recruited a media and communication expert it should still consider further strengthening of the communication function within the Secretariat.

# CHAPTER 4

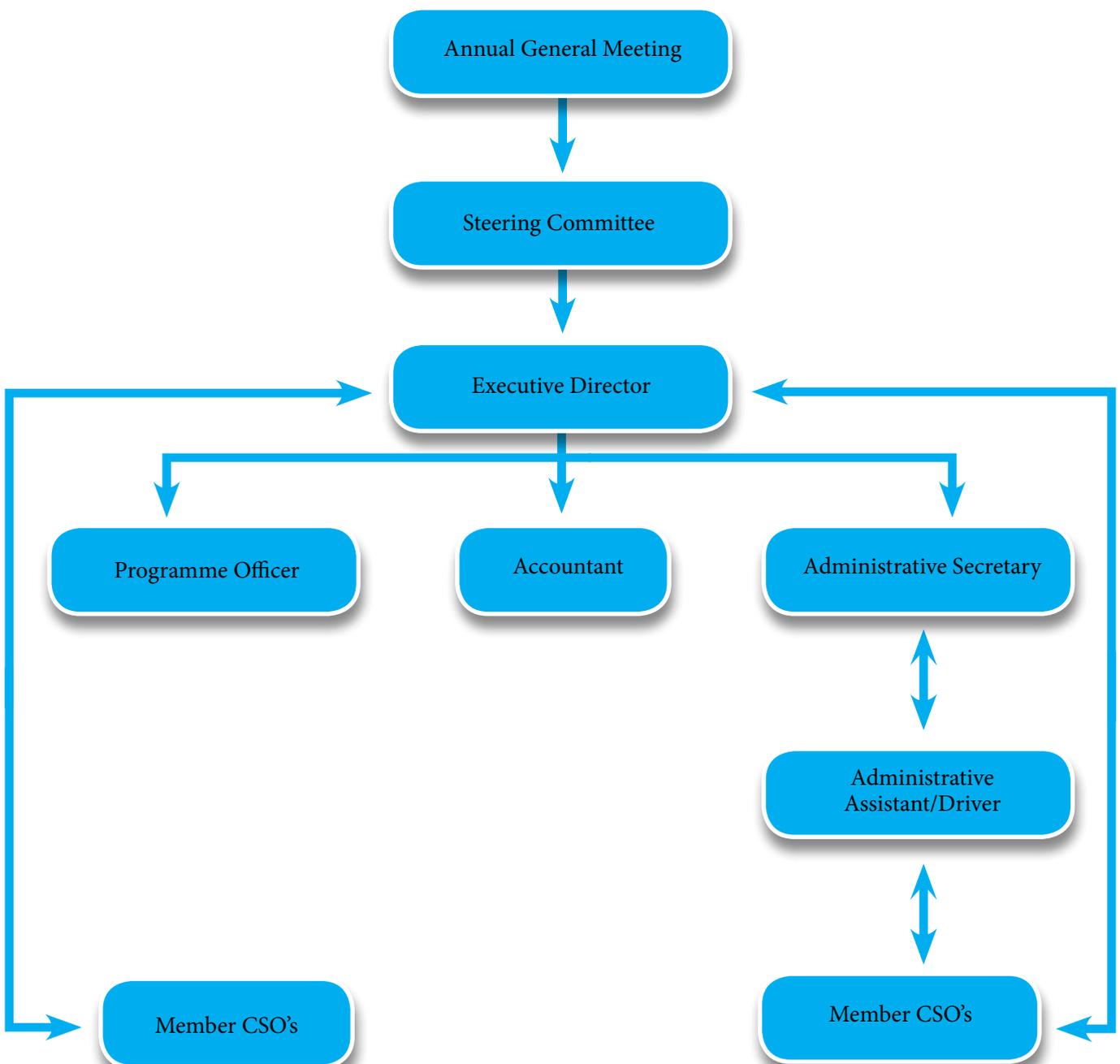
## ORGANIZATIONAL ANALYSIS

### 4.0. ORGANIZATIONAL ANALYSIS

This Chapter presents the analysis of the organization, its governance structure, staffing and staff development, leadership and remuneration.

### 4.1. THE STRUCTURE, MECHANISM OF GOVERNANCE AND ACCOUNTABILITY

Following 2007 coalition members' recommendations the TCDD was formally registered as an NGO under the Non-Governmental Act No. 24 of 2002. The Coalition's structure, governance, financing and other operational matters have been spelled out in the TCDD Constitution of March 2007 which has been amended in 2012. Internal systems and policies provide structure and coherence; clarify concepts for staff; the Steering Committee and the Annual General Meeting (AGM). Reporting is thorough, helpful, fully documented, very open and accountable; anyone can review.



Thus TCDD is a small flat organization by design. At the level of the Secretariat it is quite thinly staffed - so far consisting of only five staff.

Every year, TCDD gets its accounts audited by independent external auditors and the audit report is tabled before the AGM by the Steering Committee. For the year 2014 and 2015 the audit reports were presented and there were no major issues on the management letter.

#### **4.2. HUMAN RESOURCES STAFFING, ADEQUACY AND DEVELOPMENT**

The Coalition has rented an office on the 7th Floor of Mariam Tower along Shaurimoyo Street, in Ilala District; Dar es Salaam is manned by five staff – the Executive Director, a Programme Officer, an Accountant, Administrative Secretary and a Program Assistant Media. These are accountable to 11-member Steering Committee. Auditing services are outsourced to Globe Accountancy Services of Dar es Salaam. However, it is worth noting here that with the highly cost-efficient staff deployment of only five staff at the Coalition head office with additional media and communication expert, the evaluation team still see an overload to staff. Such an overload in the long run becomes a de-motivator and might work against programme efficiency. The programme should therefore see the need for balancing the overload with incentives or possible staff recruitment to fill the skill gaps in the areas of Monitoring and Evaluation as well as Policy Analysis and communication.

#### **4.3. ORGANIZATIONAL PERFORMANCE AND LEARNING**

The TCDD has garnered a well-earned reputation for excellence and this is due in no small part to the care taken to hold up the important agenda - fighting poverty through debt and pro-poor development; picking-up issues, conducting policy influence and advocacy through rigorous research and accuracy. On this aspect, recent research zeroed on the Education and Health sectors for the period 2014 to 2015.

#### **4.4. LEADERSHIP TRANSITION**

The third phase Leadership of the Coalition under Mr. Suleiman Lolila, Secretary General of BAKWATA and Mr. Hebron Mwakagenda leading the secretariat is stable. Next elections are expected in April 2017. The review of TCDD Strategic Plan is expected to be done in quarter four of 2017.



**Participants During the Annual General Meeting, March 2014**

#### **4.5. STAFF WELFARE AND REMUNERATION**

TCDD continues to excel in the area of Organizational Development and Learning. There are numerous learning opportunities for staff and members. The TCDD Training Policy provides for training needs assessment to determine relevant staff development opportunities. In the Coalition training is considered to be a continuous process aimed at increasing knowledge and skills of staff for improved efficiency and effectiveness in undertaking their responsibilities and tasks. The learning culture is vividly expressed by the TCDD Staff Regulations document whose purpose is to promote continual learning, reflection and critical thinking among staff by outlining the understandings and expectations of all staff regarding learning.

## Staff Remuneration and Salary Review

Having noted some salary concerns in the 2013 evaluation report we have noted some adjustments of staff salary through 2014-2016 without any other staff benefits such as health insurance yet the salaries are still far below the NGO sector in Tanzania. TCDD board should think on how to improve the staff welfare.

### 4.6 IMPLEMENTATION OF 2013 EVALUATION RECOMMENDATIONS

| Conclusion  | Recommendation  | Implementation   |
|---|---|--|
| Issues of debt, aid and poverty reduction still relevant for Tanzania context | <b>Recommendation 1:</b> Debt and Aid issues should remain in mainstream of TCDD activities   | Debt and Aid are the core business of TCDD they are in the 2013-2017 Strategic Plan  |
| TCDD members weak in terms of resources                                       | <b>Recommendation 2:</b> TCDD should plan a fundraising strategy to diversify funding sources and establish a basket fund   | TCDD has been fundraising from other sources and conducting fundraising training for its members throughout the project period |
| There is competence gap at TCDD Secretariat                                   | <b>Recommendation 3:</b> Recruit competences of M&E and Policy Analysis and Communication   | TCDD has hired a communication expert who will also do M&E work  |
| Staff remuneration is low and about to become a demotivator                   | <b>Recommendation 4:</b> Staff salaries to be reviewed to match the average in the development NGO market   | TCDD salary has slightly increased in the 2014-2016 project period   |
| Service delivery is mandate of LGAs   | <b>Recommendation 5:</b> TCDD should engage LGAs for dialogue on transparency and accountability  | TCDD has increasingly and continuously been engaging LGAs during the implementation of the project                             |
| TCDD operates from rented office space which threatens sustainability         | <b>Recommendation 6:</b> TCDD should mobilize its members to contribute for construction of TCDD office premises.   | TCDD has started an endowment fund from members contributions which is 2 million Tanzania shillings                            |
| Results of TCDD research work have been ephemeral.                            | <b>Recommendation 7:</b> TCDD should publish as much of its research findings as possible, in popular versions to broaden audience and improve information sharing. | TCDD has increasingly been doing research and publishing to inform its policy advocacy work throughout the project period      |
|   |   |  |

## CHAPTER 5

### LESSONS LEARNT

This Chapter presents the lessons learnt through the implementation of the Poverty Monitoring and Policy Advocacy project implemented by TCDD. It is anticipated that the lessons will provide learning for future planning as well as for replicated implementation.

#### 5.0. LESSON LEARNT

The lobbying and advocacy activities on policy, budget, debt cancellation, poverty reduction and sustainable human development implemented by TCDD have generated much new knowledge in the field of accountability initiatives. The lessons listed below will contribute to the improvement of not only the activities of TCDD, but also other programmes and initiatives that endeavour to empower the poor and marginalised communities and enable them to claim their rights and hold service providers accountable.

- i) Evidence based research is very powerful in conducting policy advocacy for policy change because it generates information and data which are powerful for changing any policy or law.
- ii) Engaging with local government leaders at district or municipal level is very critical for influencing policy changes at this level where, in most cases, the policies are implemented; and a big share of public resources is disbursed. If no close follow-up is made, there is likelihood of mismanagement of resources that would lead to poor service delivery. The engagement improves service delivery and cultivates harmonious relations between local leadership and community members that also improves transparency and good governance.
- iii) Implementing the programme through member organizations is cost-effective and cultivates ownership of the programme among them. This has a great potential for sustainability of the achieved change and motivates the community members and their local institutions to have the legitimacy to hold the duty bearers to be accountable and transparent.
- iv) Raising awareness among the community regarding domestic debt stimulates community concerns which alarm the government to react absolutely or doubtfully.
- v) Involving in dialogue and information dissemination, including publication, sensitization and media engagement strengthens public awareness which is crucial for influencing policy makers for change.
- vi) Most CSOs require skills, knowledge and understanding for effective and efficient poverty monitoring and budget tracking.
- vii) Cross learning and sharing of experiences between and amongst different networks (thematic and generic) adds value to the advocacy work that is done at a national level which at the end leads to social transformation.
- viii) Debt and aid issues are increasingly being debated in the public domain with the support or facilitation of the media

## CHAPTER 6

### CONCLUSIONS AND RECOMMENDATIONS

This Chapter presents conclusions of the evaluation of TCDD's project on poverty monitoring and policy advocacy in Tanzania. Based on the conclusions, the report draws following recommendations for the future.

#### 6.0. CONCLUSION AND RECOMMENDATIONS

The Poverty Monitoring and policy advocacy project operated by TCDD has been effective to reach its objectives as proven by the growing membership which is indicative of growing popularity. The national debt concerns raised by TCDD interventions have stimulated debate in Parliament as well as at the local level.

Knowledge and skills that were imparted in cost effective training workshops were very focused. This was observed from training evaluation as well as in the field from the difficulty that CSOs encountered in compilation and analyses of data obtained from the field work, data administration and report writing. On this challenge the evaluation team recommends extension of training duration and continued technical assistance. The TCDD should continue working in selected districts for the entire three-year project phase period for bigger results and change.

The TCDD focus is broad with diverse membership. Members need to select indicators from, the now Sustainable Development Goals (SDGs) for conducting research studies, accountability monitoring and follow-up. They should engage LGAs, who are mandated to deliver services at local level, in dialogue. Besides, research findings by the Coalition interventions have been catalyst to change in governance at both the local and national level. However, despite the relevance of the probed areas and findings of the project's research studies, the results have been ephemeral in the sense that, apart from dissemination seminars, there has been limited sharing beyond those who were involved in the process. This report recommends that TCDD should publish as much of its research findings as possible and in simple accessible popular versions so as to improve information sharing to a broaden audience.

Above 80 member organizations in the country, the TCDD budget barely reaches few beneficiaries with capacity building interventions, research and accountability monitoring activities. The Coalition needs to develop a fundraising strategy with a purpose of broadening and diversifying its funding sources. Such strategies should aim at establishing a basket fund from which member organizations can draw funding for their interventions at community level.

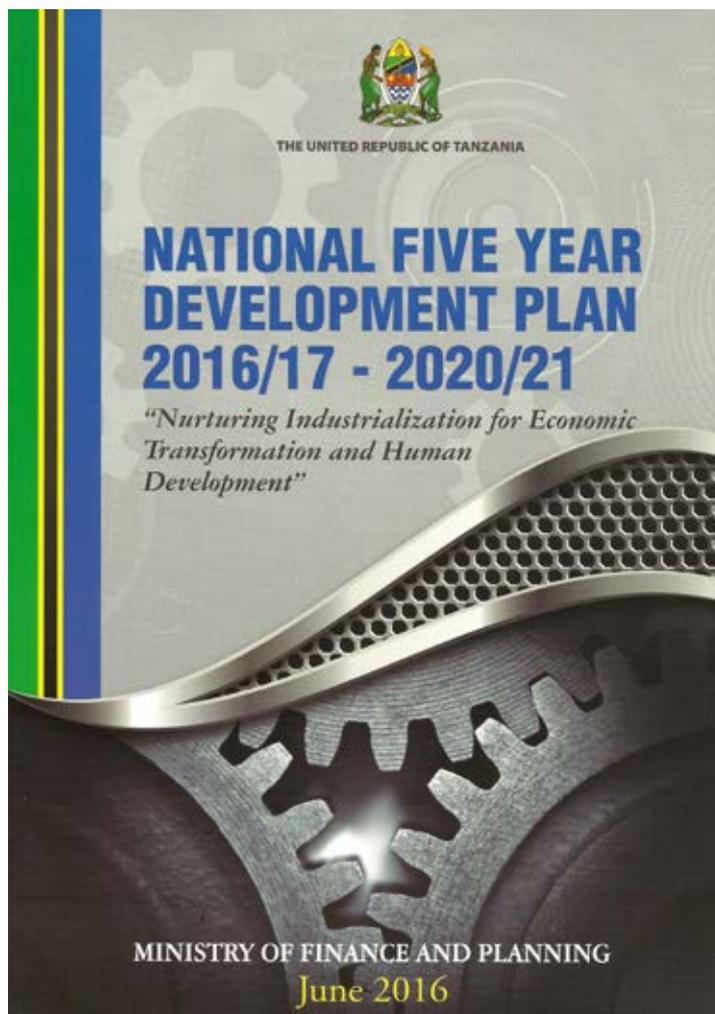
The Coalition has opportunities for growing beyond the health and education sectors. It may now consider going into - water supply and sanitation; sustainable management of natural resources; climate change; rural roads; and monitoring big contracts in the mining sector, harbors, railways and airports.

As a way to step-up quality assurance the evaluation team recommends addition of the Monitoring and Evaluation (M&E) and policy analysis and communication competences which have started being instituted in the Coalition office be enhanced and strengthened.

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<sup>10</sup>The summary of conclusions and recommendations has been presented in a table at the end of this chapter.

Following the findings that the remuneration of the Coalition's office bearers is way far below the average remuneration in similar development organizations, the report recommends that the salaries be reviewed accordingly.



| Ser. No. | Priority (high/low: 1-3) | Conclusion   | Recommendations  | Rec. to |
|----------|--------------------------|--|--|---------|
| 1        | 1                        | <p><b>Conclusion #1: Research and Development.</b> The evaluation found out that the project on Poverty Monitoring and Policy Advocacy in Tanzania to be still valid despite the pronounced position of the Phase 5 Government of Tanzania to enhance efforts towards poverty reduction. To-date, TCDD has been the only institution set to monitor public debt for the purpose of holding government to account. Otherwise, the Minister for Finance of the United Republic of Tanzania (URT) is conferred authority to raise external and domestic loans; issue guarantees; and receive grants for and on behalf of URT<sup>1</sup>. Research findings of a study commissioned by TCDD have revealed that there are gaps emanating from the GLGGA (1974 Rev.2004). Besides, TCDD has been able to raise public awareness with regard to government debt to the extent that each citizen becomes aware of the per capita debt. In the period of the 2015 elections, many politicians hijacked the TCDD agenda to support their campaigns.</p> | <p><b>Recommendation 1:</b> [TCDD should initiate advocacy, lobbying and campaign to push the government for action in the following areas:</p> <ul style="list-style-type: none"> <li>i) Government to legislate establishment of a central public debt management office</li> <li>ii) Government to train more staff to managed the proposed unified public debt office</li> <li>iii) Government to strengthen the Government Loans, Guarantees and Grants Act 1974 (Rev. 2004)</li> <li>iv) Government to make public debt contracting transparent</li> <li>v) Government should execute the CAG's Recommendations (2009/10) Financial Year</li> <li>vi) Government to conduct a Public Debt and Projects Audit</li> <li>vii) Establish a Nation-wide public debt debate/dialogue]</li> </ul> | TCDD    |
| 2        | 1                        | <p><b>Conclusion #1: Research and Development.</b> The evaluation found out that the project on Poverty Monitoring and Policy Advocacy in Tanzania to be still valid despite the pronounced position of the Phase 5 Government of Tanzania to enhance efforts towards poverty reduction. To-date, TCDD has been the only institution set to monitor public debt for the purpose of holding government to account. Otherwise, the Minister for Finance of the United Republic of Tanzania (URT) is conferred authority to raise external and domestic loans; issue guarantees; and receive grants for and on behalf of URT<sup>1</sup>. Research findings of a study commissioned by TCDD have revealed that there are gaps emanating from the GLGGA (1974 Rev.2004). Besides, TCDD has been able to raise public awareness with regard to government debt to the extent that each citizen becomes aware of the per capita debt. In the period of the 2015 elections, many politicians hijacked the TCDD agenda to support their campaigns.</p> | <p><b>Recommendation 1:</b> [TCDD should initiate advocacy, lobbying and campaign to push the government for action in the following areas:</p> <ul style="list-style-type: none"> <li>i) Government to legislate establishment of a central public debt management office</li> <li>ii) Government to train more staff to managed the proposed unified public debt office</li> <li>iii) Government to strengthen the Government Loans, Guarantees and Grants Act 1974 (Rev. 2004)</li> <li>iv) Government to make public debt contracting transparent</li> <li>v) Government should execute the CAG's Recommendations (2009/10) Financial Year</li> <li>vi) Government to conduct a Public Debt and Projects Audit</li> <li>vii) Establish a Nation-wide public debt debate/dialogue]</li> </ul> | TCDD    |
|          |                          |  |  |         |

| Ser. No. | Priority (high/low: 1-3) | Conclusion   | Recommendations  | Rec. to    |
|----------|--------------------------|--|--|------------|
| 2.       | 1                        | <b>Conclusion #2: Research and Development.</b> Research is crucial for generating evidence-based data for informing the public and influencing decision making at local and national level. As of now, TCDD has a strong knowledge base on public debt and poverty alleviation through their track record on involvement in PETS and SAM assessments. Also, the research commissioned by TCDD on Public Debt Management has been an eye opener to many decision makers and politicians.   | <b>Recommendation 2:</b> The Research Unit at the TCDD Head Office should be developed to grow into a Research Centre for Accountability and Governance to help generate data and statistics necessary for the analysis of public debt and development issues. Such data will be more acceptable and effective to influence decision makers, politicians, the media and to keep the public informed so they can have voice. Besides, the Centre can be used to support training and consultancy services to be developed by TCDD and its members. A living example is the Danish organization, MS-TCDC based in Arusha, which is delivering training and consultancy services on Social Accountability – PETS, SAM and Governance at high cost]. | TCDD Board |
| 3.       | 1                        | <b>Conclusion #3: Dissemination.</b> Training on Public Expenditure Tracking Surveys (PETS) has been carried out successfully in selected districts and training on Poverty Monitoring through MKUKUTA II reached member CSOs and after training 12 CSOs were selected to engage in poverty monitoring. The education and health service delivery has been improving in project geographical areas. Examples have been cited on infrastructure development (ie classrooms, latrines and availability of drugs at dispensaries). However, copies of reports produced by TCDD on the assessments are very few hence cannot be shared with the community. | <b>Recommendation 3:</b> After conducting assessments on the education and health sectors it will be healthier to share the feedback with the community, TCDD has to make sure the findings from the researches and monitoring conducted are shared and reported back to the district councils and the entire community and in Kiswahili language.   | TCDD       |
| 4.       | 2                        | <b>Conclusion #4: Securing District Collaboration.</b> Member CSOs have been facing challenges of securing cooperation, collaboration and information disclosure from local government authorities (LGAs) during monitoring sessions. Sometimes the LGAs pretend to doubt the authenticity of the CSOs involved in the process   | <b>Recommendation 4:</b> [TCDD should write an introductory document to the district councils where the members CSOs are operating; this will introduce these CSOs and ultimately will reduce if not stop the kind of misunderstandings and collision incurred by many CSOs when implementing different activities at the community. A letter similar to that which was previously produced by PMO-RALG to allow CSOs access to LGAs would be preferred.   | TCDD       |
|          |                          |  |  |            |

|   |   |                   |
|---|---|-------------------|
| <p><b>Conclusion #5: Funding Constraints.</b> TCDD has been experiencing funding inadequacy. At the same time, most of its member CSOs are weak in terms of resources, organizational development and resource mobilization hence they are dependent to donations and support from the TC Secretariat in order to participate in national initiatives and conferences.</p>  | <p><b>Recommendation 5:</b></p> <p><b>5.1.</b> TCDD should introduce projects for sustainability investing in areas such as buildings, land ownership, soft projects such as training and consultancy. This will reduce dependence and it will be possible for TCDD to expand operations to many more districts.</p> <p><b>5.2.</b> Board members - TEC, BAKWATA, CCT etc. (who are the owners of the organization) should look at how they can support and develop the organization say, in terms of access to land, office accommodation buildings and other assets].</p> <p><b>5.3.</b> Annual contribution by member CSOs should be increased to ensure donor support is not the only source of funding. Currently, members contribute TSh. 50,000 annually; it is recommended that the contribution is raised to TShs 100,000 Tshs per year.</p> <p><b>5.4.</b> TCDD should empower and capacitate member CSOs which are directly dealing with the community and are facing a lot problems technically and financially. Specifically in the areas of - Organizational Development, Planning, Fund raising/Resource Mobilization, Financial Management and Proposal writing. It should also provide all necessary information on possible available fund sources.</p> | <p>TCDD Board</p> |
| <p><b>Conclusion # 6: Scope and Diversity of Operation.</b> The TCDD focuses its operations on debt and development and poverty monitoring in the sectors of health and education only. Geographically, its presence is in areas where it has member organizations and the impact is being felt in those districts. In areas where TCDD does not operate the communities do not feel the impact of the PRS initiative. TCDD is not well known to majority at the downstream all over Tanzania while it holds a very sounding and relevant agenda.</p> | <p><b>Recommendation 6:</b></p> <p><b>6.1.</b> The secretariat of TCDD should think about expanding geographically, formulate zones to operate in other areas because many districts have not been covered with this programme. For instance, should have been shared country wide through producing/ printing leaflets and brochures as many as possible regarding growth of the national debt.</p> <p><b>6.2.</b> The TCDD Board and Secretariat should motivate member CSOs and commission research activities to explore and identify issues that are consistent and relevant to the prevailing situation.</p> <p><b>6.3.</b> TCDD should introduce talk shows on the community radio regarding all activities implemented by TCDD and the member organizations and findings after conducting the assessments; it has to buy air time from different community radios so as many ordinary citizens can access that information shared in the talk shows.</p> <p><b>6.4.</b> TCDD should focus only on one sector between health and education for deep and focused outcome and impact</p>   | <p>TCDD Board</p> |

## 6.0. CONCLUSION AND RECOMMENDATIONS





# ANNEX I

## TERMS OF REFERENCE FOR CONDUCTING EVALUATION OF THE PROJECT ON POVERTY MONITORING AND ADVOCACY IN TANZANIA

### TANZANIA COALITION ON DEBT AND DEVELOPMENT (TCDD)

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info@tcdd.or.tz  
Website: www.tcdd.or.tz

## EXTERNAL EVALUATION OF TCDD'S PROJECT ON POVERTY MONITORING AND POLICY ADVOCACY IN TANZANIA

### TERMS OF REFERENCE (TOR)

Project Name: Poverty Monitoring and Policy Advocacy

The Evaluation Commissioned by: Tanzania Coalition on Debt and Development (TCDD) – (Hebron Mwakagenda-Executive Director)

### 1.0. Introduction and Background of the Evaluation

#### 1.1 The Organization

The Tanzania Coalition on Debt and Development is a Coalition of CSOs in Tanzania that have dedicated themselves to undertake lobbying and advocacy activities on policy, budget, debt cancellation, poverty reduction and sustainable human development. TCDD was launched as a loose Coalition in 1998, and then officially registered as a Non-Governmental Organization on 17th December 2007 with Registration Certificate No. 00NG0/0260 under the Non-Governmental Act No. 24 of 2002. Member organizations include FBOs, NGOs, Networks and Forum across all sectors. TCDD's vision is freedom from an unsustainable debt burden and abject poverty, characterized by pro-poor, people-centred development based on full participation of the people in policy processes at all levels.

#### 1.2. Why the Evaluation

Since the project comes to an end in December, 2016 TCDD seeks to conduct an evaluation so as to look back and assess its performance against its mission, goals and objectives. The evaluation results will also enable the funding agents to see whether their funds have been spent appropriately, cost-effectively and delivered the outcome. On the part of the TCDD Board and Management, the evaluation results are expected to feed into the preparation/formulation of the next Project Funding Proposal for 2017/2019 project in the Tanzania Coalition on Debt and Development (TCDD)

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<sup>12</sup>The contractor/evaluation team is invited to comment these TORs before and during the kick off meeting in order to make things clear.

## 2.0 Purpose/Objectives and Users of Evaluation

### 2.1 Purpose of the Evaluation

The purpose of the evaluation exercise is threefold to – assess the state of governance and receive suggestions on possible strategies for improvement; reveal relevance of the project and open-up possibilities for continuation of interventions; and provide some form of accountability of TCDD to its constituent members, stakeholder communities, the government and donors. The evaluation also will assess the state of implementation of the 7 recommendations from the 2013 evaluation report.

### 2.2 Objectives of the Evaluation

The evaluation is intended to affirm if at all there is any change that has taken place (or is beginning to take place among the target communities and their local institutions as a result of the intervention.

- i) To measure how the intervention has been relevant to/or has influenced national poverty reduction policies and strategies.
- ii) To assess the approaches employed in engaging with communities and show how effective they have been together with the availability/adequacy and utilization of resources.
- iii) To assess the implementation of 7 recommendations from the 2013 evaluation report
- iv) To generate conclusions and recommendations for improvement in focus, design and implementation of the intervention in future.

### 2.3 Users of the Evaluation

The evaluation is primarily intended for:

- a) TCDD Board and management who will be the main users of the findings and recommendations in future programming, community engagement and policy change influence;
- b) TCDD member organizations for self-assessment and understanding of their own work in a broader perspective as well as for steering future interventions to ensure they address their concerns.
- c) Feedback to donors on whether their Financial support have been used for agreed purposes and on issues of accountability and cost effectiveness
- d) Government and its regulatory institutions for feedback on accountability, transparency and ensuring safeguards and coordinated planning in broader nationwide interventions.

## 3.0 Task Description

### 3.1 Evaluation Scope

The external evaluation is planned to take place in April 2016. The process will commence with a kick-off meeting between the consultants and TCDD to agree on these TORs for further harmonization of understanding, discussion of contractual, logistical and assignment management issues as well as the expectations of the evaluation output/deliverables.

The evaluation will focus on - TCDD organizational issues to include, but not limited to, governance, resource (human, financial and material) availability, utilization, management and controls, communication and management information systems. It will also focus on member organizations for issues of membership, involvement, effectiveness in performing their roles at community level, challenges and opportunities. Externally, the evaluation will assess targeted communities, their local institutions, other sector actors in the country including local government. Finally the evaluation will assess the implementation of 7 recommendations from the 2013 evaluation report.

The TCDD shall provide the Consultant with the relevant literature, including reports of previous evaluations and other relevant documentation. The consultant will also review the TCDD project proposal as well as the recently prepared strategy. The consultant is expected to develop tools that will capture issues in each of the areas raised above. It is envisaged that the organizational assessment process will be participatory including interacting with a large number of TCDD members from different member organizations from all over Tanzania, TCDD secretariat (staff) and donors. Since TCDD members are spread out throughout the country, the evaluation team may opt to visit the TCDD member organizations in Dar es Salaam and nearby locations and interview a wide range of distant ones on line, through telephone and short message services (SMS) on mobile phones. In the finalization of the assignment the consultants will have to produce a report containing findings, conclusions and recommendations for the future. The report will have to be presented at a stakeholder workshop in order to capture their views for incorporation into the final report.

## **3.2 Context of the programme and evaluation questions**

### **3.2.1 Programme/Project analysis**

#### **a) Description of TCDD**

TCDD was launched as a loose Coalition of CSOs in 1998, and then officially registered as a Non-Governmental Organization on 17th December 2007 with Registration Certificate No. 00NG0/0260 under the Non-Governmental Act No. 24 of 2002. Member organizations include FBOs, NGOs, Networks and Forum across all sectors. TCDD's vision is - Freedom from an unsustainable debt burden and abject poverty, characterized by pro-poor, people-centred development based on full participation of the people in policy processes at all levels.

#### **b) Description of the project**

The Tanzania Coalition on Debt and Development is a Coalition of CSOs in Tanzania that have dedicated themselves to undertake lobbying and advocacy activities on policy, budget, debt cancellation, poverty reduction and sustainable human development. In 2014 TCDD launched a three year "Poverty Monitoring and Policy Advocacy" Programme under joint funding of TCDD and Bread for the world amounting to Euro Three Hundred Sixty Eight Thousand Only (€ 368,000). The three year project consisted of three main aspects namely: poverty monitoring and budget tracking; lobbying and advocacy, and enhanced capacity for effective policy lobbying and advocacy. The broad objective of the project was to develop a pool of data and information directly from the people and use such data to foster lobbying and advocacy activities of TCDD to influence policy changes.

#### **c) Describe the target group**

Specifically the project sought to empower local communities and TCDD members to monitor implementation of poverty reduction programme and demand accountability, hence improve service delivery in the Education and Health Sectors. The main inclination is the focus on the poor and marginalized social groups such as those living with disabilities, vulnerable children, people living with HIV and AIDS (PLWHAs) and women.

### 3.2.2 Context analysis

#### a) **Development and policy context.**

The Tanzanian economy has continued to perform strongly, recording growth of 7.3% in 2013, up from 6.9% in 2012, driven by information and communications, construction, manufacturing and other services. Medium-term prospects are favorable, with growth projected to remain above 7%, supported by public investments in infrastructure, particularly in the transport and energy sectors. Agriculture remains the mainstay of the economy, employing the majority of the workforce, but the sector is plagued by infrastructure gaps and low productivity. Despite Tanzania's impressive macroeconomic achievements, growth is not sufficiently broad based, and poverty levels remain high. A recent household budget survey indicates that 28.2% of Tanzanians are poor, and poverty remains more prevalent in rural than in urban areas.

Indicators of poverty in urban areas include mushrooming slums, poor access to social services, deteriorating safety (especially to women and children) and increasing incidence of crime. Women and youth are more vulnerable to poverty because of the inherent discriminatory structures. Despite some achievements and sustained economic growth over the past decade, there has been very little impact on improvement of the livelihoods of the poor. This also indicates that the country's governance is weak. The governance structures lack transparency, marginalized groups are denied participation in decision making, corruption is entrenched in the public services and the rule of law is ignored.

#### c) **The situation of Civil Society**

Civil society in Tanzania is weak and is facing challenges of claiming space and mobilizing the public. The Civil Society Index (CSI) Project Tanzania Country Report by CIVICUS and Fordia found that the growth of civil society in Tanzania is steady and relatively slow, but is consistent in the four dimensions of Structure, Environment, Values and Impact. The external environment where they operate is facilitative and constraining. The policy and regulatory environment needs further improvement. The political playing field is not yet level. Both CSOs and the government have high donor dependence likely to compromise the performance and autonomy of CSOs. Relations with government are 'cooperative' when CSO activities support government policies and programmes; and 'adversarial' when they are critical to government policies. On this, there have been open cases of CSO persecution by government e.g. the banning of Baraza la Wanawake Tanzania (BAWATA) in 2000; the interdiction of HakiElimu in 2005; the labelling of the Teachers Trade Union (TTU) and activist NGOs as supporters of opposition parties and so depriving them of government support.

#### d) **Institutional context – the 2013 evaluations**

In May 2013, TCDD commissioned the AMKA Consult Limited: Economic and Business Consultants of Dar es Salaam, Tanzania to evaluate its project implementation of 2011-2013. On project implementation progress the descriptive report gives an account of training on poverty monitoring, policy advocacy, lobbying skills, training of trainers and the concept of poverty as well as research methodologies in poverty monitoring, budget tracking techniques, adult learning methods and technical report writing. These capacity building activities are reported to have been 'informative to local government authorities especially on the situation in schools and dispensaries'.

The activity of engaging with parliamentarians was reported to be valuable in empowering the legislators to hold government accountable on expenditure of budgetary resources. Under networking TCDD participated in seminars on monitoring public expenditure by HakiElimu; Gender and Development Seminar by the Tanzania Gender Networking Programme (TGNP); also involved other cross-sectoral activities, meetings and conferences at local, national and international levels. The report commended the strategy of information and experiences sharing with peer organizations in and outside Tanzania

The TCDD organs- The Annual General Meeting (AGM), Steering Committee and the Management Team were reported to have duly discharged their functions properly to meet the vision, mission and strategic objectives of the Coalition. The organizational systems (i.e. financial, human resource manual and regulations were reported to be under development process.

On staffing, the report recommended inclusion of the role of monitoring and evaluation (M&E) and that of policy analysis and communication to assist the Executive Director. Also it recommended salary adjustment for TCDD staff. Ironically, the report also reported the Coalition's total dependence on external funding while its member contributions were not forthcoming. On the quest for financial sustainability of TCDD the report recommended engaging a Fund-raising specialist to study the actual situation and come up with a long term sustainability proposal and strategy for consideration by the Steering Committee.

#### **b) The social, political, economic and gender context.**

Programmes and institutions have been established to address problems related to persistent weak governance. They include - The Prevention of Corruption and Combating Bureau (PCCB); the Commission for Human Rights and Good Governance; The Controller and Auditor General (CAG); and various oversight committees of the parliament. The seemingly positive developments have not been supported by strong political will. The elite have been holding each other under the arms, safe guarding status quo. Also, achievements from the Decentralization by Devolution policy have been reversed. All these are indicators of failure of the state to be accountable to its citizens. In response to this accountability failure, CSOs and coalitions like TCDD have initiated Social accountability interventions. The study by Hebron Mwakagenda reports an increase in civil society organizations undertaking social accountability interventions (SA) as well as an increase in SA interventions . The interventions include - Public Expenditure Tracking Surveys (PETS), Public Service Delivery Assessment (PSDA), Social Accountability Monitoring (SAM) and Corruption Perception Surveys (CPS). The study recommends the need for – i) stakeholders in SA in Tanzania to form a national SA coalition; ii) CSOs to standardize and harmonize the SA tools; iii) donors to come together and increase funding for SA to enhance development funding effectiveness dialogue; and iv) common understanding and collaboration between CSOs, government and Donors on SA interventions and the use of findings.

In Tanzania, there are still high levels of gender inequality, discrimination and domestic violence, escalating rates of female genital mutilation and prevalence of discriminative laws, violence against women such as rape and human trafficking. Sexual and reproductive health rights are not delivered. Protection and safety of children is still a challenge with a wide range of child abuse and violation of children rights. The youth under the age of 25 (65% of the national population) are deprived of the right to influence their lives. Indigenous people (mainly gatherers/hunters and pastoralists) lack legal protection and are embroiled in land conflicts. People with disabilities lack equal employment opportunities; are stigmatized; and do not have access to proper health facilities. Cultural and traditional beliefs also influence violation of human rights of people with disability e.g. the escalating killings of albinos; aged people are discriminated - they lack access to medical services, social security protection, and are targeted for violence. People living with HIV/AIDS face stigmatization, and are denied employment.

Trade liberalization policies have been a bitter lesson for Tanzania as instead of making local producers more competitive, it affected them negatively and many were wiped out. Efforts by the government to mobilize local revenue through taxation have not been successful. The revenue loss arising from illicit capital flight and tax evasion is substantial - US\$ 660 million annually. The massive loss of revenue is largely due to evading taxes through the so called transfer pricing and trade mispricing. This leaves Tanzania as one of the largest recipients of aid in Sub-Saharan Africa.

### 3.3 Evaluation questions

The evaluation will strive to address the following questions:

#### 3.3.1 Relevance

- a) Did we plan the right thing? Do we do the right thing? To what extent are the objectives, planned activities and planned outputs consistent with the intended outcome and impact? Are there differences between the time when the programme/project was designed and today?
- b) To what extent are the project intervention strategies and objectives relevant in addressing the issues of pro-poor development and social accountability consistent with the Coalition's vision, mission and objectives :
- c) To what extent are the objectives of the project/programme still valid?

#### 3.3.2 Effectiveness

- a) To what extent were the objectives achieved/are likely to be achieved?
- b) Examine the effectiveness of implementation against the planned outputs, including an appraisal of the methods and approaches used;
- c) Are the interventions cost-effective in relation to resources (human and financial) and time utilized.
- d) Has the project met its objectives as set out in the project Proposal?
- e) What are the short or intermediate-term medium term (intended or unintended) outcome of the programme/project?
- f) To what extent could the selected target group be reached?
- g) What were the major factors influencing the achievement or non-achievement of the objectives?
- h) To what extent has the project played its role to actively engage stakeholders?
- i) Assess the added value against other CSOs engaged in similar or related activities in Tanzania.

#### 3.3.3 Efficiency

- a) Assess the efficiency in the use of resources to achieve program objectives, including the strategies for implementation and approach of the project
- b) Were activities cost-efficient?
- c) Were objectives achieved on time?
- d) Was the programme or project implemented in the most efficient way compared to alternatives?

#### 3.3.4 Impact

- a) What has happened as a result of the programme or project? (Intended and unintended impacts, equal opportunities for women and men, improvement of social and economic infrastructure, poverty reduction, cross sectoral impact or other relevant cross-cutting issues).
- b) What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)
- c) How many people have been affected?

#### 3.3.5 Sustainability

- a) To what extent will the positive impacts or changes of the programme/project (be likely to) continue?
- b) Which measures are implemented in order to support sustainability?
- c) To what extent did the benefits of a programme or project persist after donor funding ceased?
- d) What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

### **3.3.6 Lessons Learnt**

- a) Draw lessons learnt from the implementation of the TCDD project with regard to the engagement of communities, constraints best practices and opportunities.
- b) Identify any best practices that could be replicated for implementation in other locations

## **4. Evaluation design and methodology**

### **4.1 Explanation of the methodology used**

TCDD would like the evaluation process to be participatory however it is the duty of the consultant to describe and explain the evaluation method and process to be employed for the evaluation. Show the methods and techniques to be used for data and information (quantitative and qualitative) collection, processing and analysis.

### **4.2 Selection of relevant stakeholders to be consulted**

Show how the evaluation team will select relevant stakeholders from the staff, board and membership of TCDD to be involved in the evaluation process and criteria to be used for their selection to ensure stakeholder participation. Identify issues that will provide input for the evaluation.

### **4.3 Sampling**

In case of sampling, the sampling procedure for the selection of samples should be randomly within the staff, board and membership of TCDD.

### **4.4 Composition of the evaluation team**

The composition of evaluation should consist of economists, sociologists, development practitioners, political scientists, accountants and any other appropriate skills and knowledge that the evaluation team might consider relevant for accomplishment the task. Gender should be considered and the team should include professionals with adequate knowledge of the local socio-economic situation of Tanzania.

### **4.5 Information sources**

The sources of information to be consulted are 2013 evaluation report, 2014 and 2015 annual reports and audited accounts, 2013-2017 TCDD Strategic Plan and the state of implementation of 7 recommendations from the 2013 evaluation report. Information also can be response from respondents and any literature which might be consulted and reviewed related to poverty eradication, governance, accountability and development. Show how the privacy and confidentiality of respondents will be taken care of.

### **4.6 Evaluation ethics**

The evaluation team should ensure the evaluation is conducted in a professional and ethical manner. The evaluation process should show sensitivity to ethnic groups, gender, beliefs, manners and customs of all stakeholders and is undertaken with integrity and honesty. The rights and welfare of respondents in the evaluation should be protected. Anonymity and confidentiality of individual informants should be protected when requested and/or as required by law.

### **4.7 Quality assurance and stakeholder comments**

The design of the evaluation should give stakeholders opportunity to comment on findings, conclusions, recommendations and lessons learned.

### **4.8 Timely implementation of the evaluation**

The evaluators have to ensure that the evaluation is conducted and results are made available in a timely manner in relation to the purpose and plan of the evaluation as indicated in 7.1 on the timeframe.

## 5. Profile of the evaluation team

The External Evaluation Team should have the following competences:

- Experience in conducting similar evaluations and expertise in evaluation including design, field experience in data collection, data collation and analysis and good report writing and presentation skills.
- Significant experience in social accountability programmes and the CSO sector in general.
- Experience evaluating poverty reduction interventions, social inclusion, gender and disability programs.
- Experience in participatory evaluative approaches.
- Masters degree in development studies or other social sciences discipline.
- Experience working with pro-poor programmes for monitoring and evaluation desirable

The Evaluation Team will be supported throughout the evaluation period by TCDD staff.

## 6. Process, reporting and timetable of evaluation

### 6.1 Timetable and phases:

The evaluators should prepare a timetable and phases of activities preferably on a Gantt chart to illustrate how an evaluation might be implemented showing – roles and responsibilities, dates and time-frame. The timetable will have to be shared with target respondents of the evaluation.

### 6.2 Reporting

#### 6.2.1 Evaluation design/inception report

The inception report (approx. 3-5 pages) shall provide a feed-back on how the objectives, questions and reports as described in the TOR can be achieved within the evaluation. Suggestions can be made to supplement or restrict the TOR. These suggestions, especially when the modifications concerning objectives of the evaluation and crucial questions, have to be approved by the customer in written form as this is an alteration within the original contract.

#### 6.2.2 Final evaluation report

The final report shall be written in English (50 pages + annex) and – as a minimum - to include the following contents:

- a) Key data of the evaluation
- b) Executive summary:
- c) Introduction:
- d) Evaluation design/methodology
- e) Key results/findings
- f) Conclusions
- g) Recommendations.
- h) Lessons learnt
- i) Annexes (ToR), list of persons/organisations consulted, literature and documentation consulted etc.).

#### 6.2.3 Draft implementation plan

This document presented by the evaluation team is to assist the contractor and other actors receiving recommendations by the evaluation. The evaluation team has to fill in the key data of the evaluation and the recommendations.

## 7. Responsibilities and duties

Description of responsibilities and duties: TCDD has the overall management of the external evaluation and is the client to this assignment where has the responsibility of preparing the TORs and sharing it with its partners BfdW and DESUNE, approving the TORs, approving or disapproving the technical and financial proposal, interim report and final report. TCDD staff, board and members will be the respondents to the external evaluation. BfdW is a partner organization responsible for co-funding the external evaluation exercise. The consultant is responsible for conducting the evaluation exercise which include among other things producing the technical and financial proposal, producing the interim report, conducting interviews and writing and submission of the final evaluation report to TCDD.

### 7.1. TIME FRAME

THE DAYS FOR THE ASSIGNMENT IS ESTIMATED TO BE 26 WORKING DAYS ANTICIPATED TO BE STARTING FROM 22ND MARCH 2016 AND BE COMPLETED WITH THE SUBMISSION OF FINAL REPORT ON 29TH APRIL, 2016.

#### 7.1.2. BUDGET

In order to accomplish the task within the agreed time, the budget line for this activity is Tsh.15, 000,000/= (Fifteen Million Shillings only)

## 8. Dissemination of evaluation results

What are the plans? For example:-

- a) Workshop on the results and lessons learnt of the evaluation
- b) Dissemination of evaluation report to other organisations?
- c) Publication of the summary or report (internet? magazine?)

**The proposal shall be sent, in soft copy, to reach the under-mentioned before 20th March 2016.**

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## ANNEX II: Evaluation tool

### TCDD Evaluation questions - Kiswahili

#### TCDD Maswali ya Tathmini

##### 1 Ushabihiano wa Mradi na Mahitaji ya Jamii

- d) Je Shughuli ambazo TCDD imepanga na imekuwa ikijihusisha nazo bado ni muhimu kwa Mahitaji ya jamii hivi sasa licha ya kwamba mipango ilipangwa tangu muda mrefu?
- e) Je ni kwa kiasi gani mikakati na malengo ya Mradi yamelenga kuondoa Umaskini na kusimamia Uwajibikaji sambamba na dira ya TCDD?

##### 2 Ukamilifu wa Utekelezaji

- j) Ni kwa kiasi gani malengo ya mradi yamefikiwa au yanaelekea kufikiwa?
- k) Je Rasilimali zilizopo ( Watu, Fedha na Vifaa) zinatoshia kuwezesha utekelezaji wa Mradi kwa ukamilifu?
- l) Je Mradi umewafikia walengwa kwa kiasi gani?
- m) Je vigezo gani vimekuwa vikisaidia mafanikio ya Mradi?
- n) Je utekelezaji wa Mradi umekuwa na changamoto zipi?
- o) Je ni kwa namna gani Mradi umeweza kushirikisha wadau?
- p) Je Asasi zingine zinazojihusisha na masuala ya kuondoa Umaskini na kuhamasisha Uwajibikaji zimenufaikaje na shughuli za TCDD?

##### 3 Ufanisi wa Utekelezaji

- a) Je shughuli za Mradi zimekuwa zikitekelezwa kwa ufanisi? (wa Muda, Fedha na Rasilimali zingine)

##### 4 Matokeo/Mabadiliko ya Muda mrefu

- d) Je ni Mabadiliko gani katika Jamii yaliyotokana na Utekelezaji wa Mradi huu (Jumuisha mabadiliko yaliyotarajiwa na yale ambayo hayakutarajiwa)?
- e) Je hali ingekuwaje katika Jamii Mradi huu usingekuwepo?

##### 5 Uendelevu wa Matokeo ya Mradi

- e) Je ni kwa namna gani Mabadiliko yaliyotokana na Mradi yataweza kuendelezwa?
- f) Je Mradi umekuwa ukichukua hatua gani ili kuyalinda mabadiliko hayo?
- 6 Mafunzo yatokanayo na Mradi
- c) Je ni Mafunzo gani yamejitokeza kutokana na utekelezaji wa Mradi? ( K.m Kuhusiana na Ushirikishaji jamii, Changamoto za Utekelezaji, Mifano bora na Fursa zilizopo)?

##### 7 Mapendekezo/Ushauri

- a) Je unashauri nini kifanyike ili Mradi uweze kutekeleza Matakwa ya jamii kwa ubora zaidi?
- b) Tafadhali toa Maoni yako juu ya Hali ya baadaye ya TCDD

## ANNEX III: LIST OF PERSONS CONSULTED

### Steering Committee Members 2016

| S/No. | ORGANIZATION   | CONTACT  |
|-------|--|--|
| 1     | Tanzania Coalition on Debt and Development (TCDD)        | Hebron Mwakagenda<br>P.O. Box 80147,<br>E-Mail: <a href="mailto:tcdd@yahoo.com">tcdd@yahoo.com</a><br>Tel: 0679 – 612683<br>Dar es Salaam  |
| 2     | Tanzania Home Economics Association (TAHEA)              | Asia Kapande<br>P.O. Box 1125<br>E-Mail: <a href="mailto:kapandeamia@yahoo.com">kapandeamia@yahoo.com</a><br>Tel: 0754-579289/0787-279289<br>Dar es Salaam   |
| 3     | Tanzania Network of Community Health Fund                | Kidani Magwilla<br>P.O. Box 7146<br>Tel: 0787 – 085 283<br>E-Mail: <a href="mailto:tnchf.afya@gmail.com/">tnchf.afya@gmail.com/</a><br>Dar es Salaam   |
| 4     | Iringa Civil Society Organization (ICISO)                | Raphael M.M. Mtitu<br>P.O. Box 317<br>E-Mail: <a href="mailto:iciso@yahoo.com">iciso@yahoo.com</a><br>Tel: 0784 - 739246<br>Iringa   |
| 5     | Kigoma & Ujiji Non-Governmental Organization (KIUNGONET) | John Benedict Mosha<br>P.O. Box 595<br>E-Mail: <a href="mailto:kiungonet@yahoo.com">kiungonet@yahoo.com</a><br>Tel: 0713 –157840/0767-157840<br>Kigoma   |
| 6     | The National Muslim Council of Tanzania (BAKWATA)        | Zaria Said<br>P.O. Box 21422<br>E-mail: <a href="mailto:bakwata@bol.co.tz/">bakwata@bol.co.tz/</a> <a href="mailto:zakyawa_2@yahoo.com">zakyawa_2@yahoo.com</a><br>Tel: 2667008/ 0652 – 553196/ 0754 – 289100<br>Dar es Salaam |
| 7     | Women Research and Documentation Project (WRDP)          | Fabia Shundi<br>P.O. Box 35108<br>Mob: 0787 - 484074<br>E-Mail: <a href="mailto:wawakewrdp@gmail.com">wawakewrdp@gmail.com</a> / <a href="mailto:ffshundi@gmail.com">ffshundi@gmail.com</a><br>Dar es Salaam                   |
| 8     | Evangelical Lutheran Church of Tanzania (ELCT)           | Rev. Godfrey Walalaze<br>Sebastian Kolowa Memorial University<br>P.O. Box 370<br>Tel: 0786-364489<br>E-Mail: <a href="mailto:gotwaz@gmail.com">gotwaz@gmail.com</a><br><b>Lushoto</b>  |
| 9     | The Leadership Forum                                     | Mary Mongi<br>P.O. Box 79450<br>E-Mail: <a href="mailto:theleadership2000@yahoo.com">theleadership2000@yahoo.com</a><br>Tel: 0712 005850<br><b>Dar es Salaam</b>   |
| 10    | Tanzania Episcopal Conference (TEC)                      | Paul Chilewa<br>P.O. Box 2133<br>E-Mail: <a href="mailto:poulchilewa@hotmail.com/">poulchilewa@hotmail.com/</a> <a href="mailto:paulrhone@yahoo.co.uk">paulrhone@yahoo.co.uk</a><br>Tel: 0754 – 545535<br><b>Dar es Salaam</b> |

| S/No | ORGANIZATION                        | CONTACTS   |
|------|-------------------------------------|--|
| 11   | Chairperson (BAKWATA)               | Suleiman Lolila<br>P.O. Box 21422<br>Mob: 0754 - 289100<br>E-Mail: <a href="mailto:lolila06@yahoo.com">lolila06@yahoo.com</a> / <a href="mailto:bakwata@bol.co.tz">bakwata@bol.co.tz</a><br><b>Dar es Salaam</b> |
| 12   | Christian Council of Tanzania (CCT) | Angelus Mapunda<br>P.O. Box 1454<br>E-Mail: <a href="mailto:angelo42@rocketmail.com">angelo42@rocketmail.com</a><br>Tel: 0755 - 497249<br><b>Dodoma</b>  |

### Persons from Member Organizations

| S/No | NAME                     | ORGANIZATION  | CONTACTS   |
|------|--------------------------|---|--|
| 1.   | Charles Lwabulala        | TDGPA   | 0754 645 670<br><a href="mailto:charleslwabulala@yahoo.co.uk">charleslwabulala@yahoo.co.uk</a>                                     |
| 2.   | Christina Kisanga        | Elimisha Jamii Wanawake-Songea                            | 0715 420 680<br><a href="mailto:chriskisanga@yahoo.com">chriskisanga@yahoo.com</a>   |
| 3.   | Fidea Ruanda             | MTWANGONET  | 0718 819 453<br><a href="mailto:fruanda@yahoo.co.uk">fruanda@yahoo.co.uk</a>   |
| 4.   | John B. Mosha            | KIUNGONET   | 0767 157 840<br><a href="mailto:kiungonet@yahoo.com">kiungonet@yahoo.com</a>   |
| 5.   | Juma Kalwani Wadosha     | Resources and Advocacy Initiative (RAI)                   | 0767 065 436<br><a href="mailto:inform.rai@gmail.com">inform.rai@gmail.com</a>   |
| 6.   | Juma Swalehe Jabiri      | TMMTF   | 0784 840 258<br><a href="mailto:jumajabiri99@gmail.com">jumajabiri99@gmail.com</a>   |
| 7.   | Peter Matonyi            | Community Active in Development Association (CADA)        | 0787 067 215<br><a href="mailto:tacadatz@yahoo.co.uk">tacadatz@yahoo.co.uk</a>   |
| 8.   | Adventina Kashalaba      | TAFUGER   | 0754 576886<br><a href="mailto:tafugertz@gmail.com">tafugertz@gmail.com</a>  |
| 9.   | Protus Nyakoroso         | Bunda Youth and Women Development                         | 0784 535 725<br><a href="mailto:bundayouth@gmail.com">bundayouth@gmail.com</a>   |
| 10.  | Bertha Baleke            | Kasulu Consortium   | 0765 142 516<br><a href="mailto:balekebertha@yahoo.com">balekebertha@yahoo.com</a>   |
| 11.  | Shaibu Lipwata           | Tambani Rural and Community Development Fund (TARUCODEFU) | 0782 582 091<br><a href="mailto:tarucodefu@yahoo.com">tarucodefu@yahoo.com</a>   |
| 12.  | Alice Elifariji Mnguruta | Lands for Children and Women in Tanzania-Arusha           | 0764 273 484 / 0684 723 521<br><a href="mailto:vochwota.ngo@gmail.com">vochwota.ngo@gmail.com</a>                                  |
| 13.  | Jansi Sinkamba           | Tushiriki Mbeya   | 0766 972810<br><a href="mailto:jsinkamba@yahoo.com">jsinkamba@yahoo.com</a>  |
| 14.  | Michael Msemi            | Ruvuma Orphans Association                                | 0714 202558<br><a href="mailto:michaelmsemi@gmail.com">michaelmsemi@gmail.com</a>  |
| 15.  | Deborah Mwanyanje        | Elimisha, Mbeya   | 0764 917265<br><a href="mailto:dmwanyanje@gmail.com">dmwanyanje@gmail.com</a>  |
| 16.  | Raphael Mtitu            | ICISO   | 0753 663282<br><a href="mailto:rmtitu@ymail.com">rmtitu@ymail.com</a><br><a href="mailto:iciso@yahoo.com">iciso@yahoo.com</a>      |
| 17.  | Amina Mnenge             | Women's Research and Documentation Project (WRDP)         | <a href="mailto:mlawamina@gmail.com">mlawamina@gmail.com</a><br><a href="mailto:wanawakewrdp@gmail.com">wanawakewrdp@gmail.com</a> |

## ANNEX IV: STAKEHOLDER ANALYSIS TABLE

The evaluation team in collaboration with respondents who were physically interviewed carried out an analysis of the stakeholders of TCDD on the basis of functions that were considered critical to organization and effectiveness of the project, as illustrated by the generic Stakeholder Analysis Table below.

| STAKEHOLDERS<br>ROLES/CATEGORIES   | INTERNAL  | EXTERNAL  |  |
|--|---|---|--|
|  |   | STATE   | NON STATE ACTORS   |
| <b>1. Policy Makers</b><br><ul style="list-style-type: none"> <li>○ Law making and developing policies and guidelines.</li> </ul>  | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering committee</li> </ul> | <ul style="list-style-type: none"> <li>• E.g. Ministry of Justice and Constitution Affairs</li> <li>• PMOLAG</li> </ul>                           | <ul style="list-style-type: none"> <li>• Parliament</li> <li>• Councilors</li> </ul> |
| <b>2. Regulators</b><br><ul style="list-style-type: none"> <li>○ Sets standards of practice and regulations and then enforce them.</li> </ul>  | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering Committee</li> </ul> | <ul style="list-style-type: none"> <li>• Ministry of Justice and Constitution Affairs</li> <li>• PMOLAG</li> <li>• MCDG</li> <li>• TRA</li> </ul> |  |
| <b>3. Influencers</b><br><ul style="list-style-type: none"> <li>○ The work of influencers is characterized by policy articulation, service provision, financing, and advocacy. The influence of a stakeholder can also be gleaned from such factors as coverage, size and visibility.</li> </ul> | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering Committee</li> </ul> | <ul style="list-style-type: none"> <li>• Ministry of Justice and Constitution Affairs</li> <li>• PMOLAG</li> <li>• MCDG</li> </ul>                | <ul style="list-style-type: none"> <li>• <b>MEDIA</b></li> </ul>                     |
| <b>4. Influencers</b><br><ul style="list-style-type: none"> <li>○ The work of influencers is characterized by policy articulation, service provision, financing, and advocacy. The influence of a stakeholder can also be gleaned from such factors as coverage, size and visibility.</li> </ul> | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering Committee</li> </ul> | <ul style="list-style-type: none"> <li>• Ministry of Justice and Constitution Affairs</li> <li>• PMOLAG</li> <li>• MCDG</li> </ul>                | <ul style="list-style-type: none"> <li>• <b>MEDIA</b></li> </ul>                     |

| STAKEHOLDERS<br>ROLES/CATEGORIES  | INTERNAL   | EXTERNAL  |  |
|---|--|---|--|
|   |  | STATE   | NON STATE ACTORS   |
| <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5. <b>Promoters</b></p> <ul style="list-style-type: none"> <li>○ Those who transmit information and messages that inform behaviour and practices of TCDD's project.</li> <li>○ Those who are/were facilitating information sharing between one more parties or simply to raise awareness about issues related to TCDD's activities - communication being either upward or downward.</li> </ul> | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering Committee</li> <li>• TCDD Management</li> <li>• Members of the Coalition</li> </ul> | <ul style="list-style-type: none"> <li>• MCDG</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Media</b></li> <li>• <b>Policy Forum</b></li> <li>• <b>TANGO</b></li> <li>• <b>TACOSODE</b></li> </ul> |
| <p>6. <b>Researchers</b></p> <ul style="list-style-type: none"> <li>○ Those whose work is characterised by knowledge generation, problem solving and improved technologies used by TCDD's project.</li> </ul>   | <ul style="list-style-type: none"> <li>• TCDD Secretariat</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>NBS</b></li> <li>• <b>BEST</b></li> </ul>   | <ul style="list-style-type: none"> <li>• <b>REPOA</b></li> <li>• <b>ESRF</b></li> <li>• <b>IHI</b></li> </ul>                                      |
| <p>7. <b>Service Providers</b></p> <ul style="list-style-type: none"> <li>○ Those who translate policies into reality and delivery of tangible goods and services related to TCDD's Strategic goals and objectives or activities.</li> </ul>  | <ul style="list-style-type: none"> <li>• AGM</li> <li>• Steering Committee</li> <li>• TCDD Management</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Ministry of Communication, science and Technology</li> <li>• Ministry of Justice and Constitutional Affairs</li> <li>• PMOLAG</li> <li>• MCDG</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Private Sectors</b></li> <li>• <b>CSOs</b></li> </ul>  |
| <p>8. <b>Service Users</b></p> <ul style="list-style-type: none"> <li>○ Use or consume services provided by TCDD (internal and external)</li> </ul>   | <ul style="list-style-type: none"> <li>• Members of the Coalition and their Communities</li> </ul>   | <ul style="list-style-type: none"> <li>• LGAs, Local Organizations and Communities</li> </ul>   | <ul style="list-style-type: none"> <li>• Media</li> <li>• Elected leaders</li> </ul>   |

| STAKEHOLDERS<br>ROLES/CATEGORIES  | INTERNAL   | EXTERNAL |   |
|---|--|----------|---|
|   |  | STATE    | NON STATE ACTORS  |
| <p><b>9. Development Partners/ Investors or “Supporters”</b></p> <ul style="list-style-type: none"> <li>○ Those that provide support financially and in kind to TCDD project development efforts. Some may also provide policy and technical advice on the design and implementation of TCDD development project and advocacy work in general.</li> </ul> | <ul style="list-style-type: none"> <li>• Brot</li> <li>• Policy Forum</li> </ul> |          | <ul style="list-style-type: none"> <li>• Local Organizations and Communities</li> </ul> |

## ANNEX V: LITERATURE AND DOCUMENTATION CONSULTED

### **Bibliography and Documentation**

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