



TANZANIA COALITION ON
DEBT AND DEVELOPMENT
(TCDD)

**EXTERNAL EVALUATION
REPORT ON
Poverty Monitoring,
Accountability and Policy
Advocacy
(PMAPA)
2020-2022**

Evaluated and Reported by
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June 2022

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Table of Contents

Table of Contents.....	i
Abbreviations and Acronyms.....	iii
List of Tables.....	iv
List of Pictures.....	iv
Acknowledgement.....	v
Executive Summary.....	vii
1. Introduction.....	1
1.1 The Essence of Project Evaluation.....	1
1.2 Background to TCDD.....	2
1.3 TCDD Organizational Structure and Administrative Mechanism.....	2
1.4 Project Background.....	3
1.4.1 Project Objectives.....	4
1.4.2 Geographical scope of the project.....	4
1.4.3 Target Groups.....	4
1.5 Purpose and Scope of the Evaluation.....	5
1.6 Objectives of the Evaluation.....	5
2. Evaluation Design and Methodology.....	6
2.1 Introduction.....	6
2.2 The Approach.....	6
2.3 Evaluation Tools.....	6
2.4 Sampling Frame.....	6
2.5 Field Data collection.....	7
2.6 Data Collection Tools.....	7
2.6.1 Key Informant Interviews (KIIs).....	7
2.7 Mixed Method Data Analysis.....	7
2.7.1 Data Management and Cleaning.....	7
2.7.2 Data Analysis.....	7
2.8 Intended Users of the Findings.....	8



▶▶ 3. Evaluation Findings	9
3.1 Relevance	9
3.2 Effectiveness	12
3.3 Efficiency	15
3.4 Impact	19
3.5 Sustainability	20
4. Conclusions	21
5. Recommendations.....	22
6. Lessons Learnt	24
7 Appendices.....	26
Appendix 1: Terms of Reference (ToR).....	26
Appendix 2: KII Guide for Executive Director.....	37
Appendix 3: KII Guide for Program Manager.....	40
Appendix 4: KII Guide for TCDD Finance Staff	42
Appendix 5: KII guide for Trained TCDD CSO member.....	43
Appendix 6: KII Guide for Local Government Authority – Public Official	46
Appendix 7: KII guide for Member of Parliament – Budget Parliamentary Committee Member	47
Appendix 8: TCDD Steering Committee Member	50
Appendix 9: Reviewed Documents.....	51

Abbreviations and Acronyms

AGM	Annual General Meeting
AFRODAD	African Forum and Network on Debt and Development
BAKWATA	Baraza Kuu la Waislamu Tanzania
BftW	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
EA	East Africa
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
MBENONET	Mbeya NGO Network
MD	Municipal Director
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
MP	Member of Parliament
MSD	Medical Stores Department
MTWANGONET	Mtwara NGO Network
NDS	National Debt Strategy
NGO	Non-Governmental Organization
PMAPA	Poverty Monitoring, Accountability and Policy Advocacy
RANGO	Rukwa Association of Non-Governmental Organization
SDGs	Sustainable Development Goals





TCDD	Tanzania Coalition on Debt and Development
TEC	Tanzania Episcopal Conference
TEDG	Tanzania Ecumenical Dialogue Group
ToRs	Terms of Reference
URT	United Republic of Tanzania

List of Tables

Table 1 Achievements against Project Objectives	15
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List of Pictures

TCDD Annual General Meeting for 2022	vi
Poverty Monitoring Training to TCDD members	13
TCDD Dialogue Meeting With Members of the Parliament (MPs).....	14
Hon. Zaytun Seif Swai (MP) - Arusha Region during the dialogue with MPs.....	16

Acknowledgement

I would like to thank TCDD Steering Committee as a whole and individual members for providing leadership and oversight over each and everything that takes place at TCDD, including projects and programs being implemented. The said members took part in providing some of the valuable information to this important PMAPA project; which aims at improving the lives of Tanzanians. The project was a huge task covering 10 Local Government Authorities (LGAs), in which 100 government ordinary level secondary schools were visited and studied to assess and appraise the state of education in Tanzania and its challenges.

Likewise, during the implementation of the project, 10 TCDD member CSOs were involved and worked closely with LGAs in their respective localities. I also express my appreciation for the support they provided. More importantly, I thank TCDD staff who gave me all necessary tools and support for a smooth evaluation exercise. I owe them a great gratitude. In the same measure, I convey my special thanks to the Members of Parliament (MPs) for their cordial and friendly responses and cooperation. Lastly but not least, I salute all the respondents for their time and perspectives during primary data collection.

Suffice to say, I dedicate this report to all institutions and individuals who were key partners and implementers of PMAPA project. They will find this external evaluation report useful for future engagement and cooperation.

Dr Kapongola Nganyanyuka
External Evaluator



TCDD AGM on 7th April 2022, Royal Village Hotel, Dodoma region

Executive Summary

Introduction

In 2020, TCDD launched a three year “Poverty Monitoring, Accountability and Policy Advocacy” (PMAPA) project (2020-2022) under joint funding of TCDD and Bread for the World with a total budget of Euro 456,000, with the overall goal of empowering a society with effective measures to manage debt burden and reduce poverty in Tanzania as elaborated in the Five Years National Development Plan-II (2016-2021). TCDD commissioned an independent External Evaluation of the PMAPA for the full implementation period of the project (January 2020-December 2022). The evaluation was conducted between April-May 2022. The External Evaluation aims at serving as an important learning and accountability tool, providing TCDD board and management, Bread for the World, and TCDD member organizations, with an impartial assessment of the results generated by the PMAPA project to date.

In reviewing the progress towards the achievement of the project results and outcomes, the evaluation sought to identify signs of success and areas for improvement that will guide its future direction; in particular, regarding the potential for a next phase of the project and TCDD’s next 5-year strategic plan for 2023-2027. This report brings together the findings, conclusions and recommendations from the various processes of the evaluation.

Evaluation objectives, framework and methodology

The evaluation key objectives were to assess the actual and expected changes occurred in the target group (including positive and negative, direct and indirect, intended and unintended), as a result of project intervention. The evaluation sought to address these objectives through the lens of six key evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, impact and sustainability. A mixed-methods approach combining remote interviews and desk review of relevant documents was the basis of the evaluation.

Findings of the evaluation

Relevance and coherence

The project was quite relevant as it targeted strengthening the legal and institutional frameworks critical to government which is responsible for debt management as well as enhanced quality and budget allocation for ordinary secondary education. This entailed addressing the gaps in the capacity of members of the parliament (which were one of target groups of PMAPA), in exercising their oversight and advisory roles to the government regarding debt management and delivery of quality social services.

Likewise, PMAPA project was relevant as it aimed at addressing capacity gaps among TCDD member CSOs as another key target group towards monitoring the implementation of the national goals on secondary education and conducting effective lobbying and advocacy for enhanced access ‘to and quality of’ secondary education in Tanzania. Local government authorities were other target group as they oversee secondary schools in their localities.

The evaluation key objectives were to assess the actual and expected changes occurred in the target group (including positive and negative, direct and indirect, intended and unintended), as a result of project intervention.

The evaluation has determined that the PMAPA project is highly relevant to the Tanzania's governance and socio-economic growth agenda and to the needs and interests of its citizens. Also, PMAPA sought to improve the TCDD's capacity to implement and deliver the project by reviewing the management and administrative tools, regulations and policies.

Effectiveness

Based on the analysis of the accomplishment of activities, the evaluation has determined that PMAPA project has effectively achieved the objectives through identified indicators. The effectiveness was made possible by a well organised management structure of TCDD as well as targeted member CSOs. For instance, one TCDD member CSOs who participated in the training and consequently in the poverty monitoring exercise, commended the presence of TCDD staff during the district feedback meetings where they also assisted in responding to questions from council members. The conducted training and feedback meetings were noticeable indicators to the effectiveness of the project.

On the other hand, advocacy, policy engagement and dialogue work with the parliament resulted in Parliament Committee on Budget making concrete demands to the government regarding the need for sustainable debt management. The demands, as clear indicators, included having a debt ceiling and setting up a one stop centre debt management office in Dodoma. The effectiveness of the project was also largely enabled by timely disbursement of funds and smooth procurement processes. However, COVID-19 pandemic caused some delays to implement some activities in schools due to shut down for almost three months.

Efficiency

The overall efficiency of the project was rated efficient due to timely accomplished activities and cost-efficient implementation. The targeted local government authorities (LGAs) were widely distanced far away from each other. But proper logistical plans and timely organized meetings made implementation largely and efficiently possible. Objectives were achieved in time as evidence-based in feedback meetings and reports produced by member CSOs. Moreover, 10 LGAs and the visited schools verified the achievement of the PMAPA project.

Financial management and internal control systems were generally adequate, but more support is needed to TCDD member CSOs to be in line with TCDD and donor requirements. Monitoring of the project was considered satisfactory and the quality of the reports were appreciated by evaluation team. Results based monitoring was included in all reports and the reporting was of a high quality i.e. including photos of events and screenshots of print and TV media coverage. Such indicators proved the efficiency of the project.

Impact

As one of unintended positive impact, the government used COVID-19 funds to build spacious classrooms in an attempt to avert overcrowding that pose a threat for COVID-19 transmissions. This was to a greater extent, a result of TCDD's continuous monitoring, advocacy and lobbying, together with other civil actors, to the government to create conducive learning and teaching environment in its schools. Desk review and stakeholder consultations captured significant immediate results that have the potential of contributing to the realisation of the desired impact of the project.

Training of TCDD member CSOs was put into practice by all 10 participating members and their report was published and distributed to all involved districts. The advocacy work created greater awareness amongst councilors who eventually lobbied and held accountable local governments to act, consequently resulting in responsiveness of the local governments. Overall, the PMAPA impacted the country's accountability landscape by promoting, cultivating, and capacitating national/and district level forums, thereby positively impacting improved governance.

Evaluation found that the outputs from PMAPA activities had a reflected impact in areas such as capacity building, the number of trainings delivered, technical financial and material support through digitisation of certain services, documents, awareness creation, e.g., on elections and networking, etc.

Sustainability

There are several areas where the PMAPA has created capacity for the future sustainability of activities developed to date. The project has also benefited from a long standing TCDD's achievement in advocating for sustainable debt management. The project has developed alliances and good relations with media personnel, religious leaders, and members of parliament, particularly within the Budget Committee and Social Services and Community Development Committee.

The project has improved the awareness among members of parliament regarding oversight and advisory roles for enhancing sustainable debt management. On the other hand, the project has increased skills of the participating TCDD member CSOs for conducting effective lobbying and advocacy for enhanced access and quality of secondary education.

The awareness and skills directly build the capacity of MPs and TCDD member CSOs to sustainably continue carrying out their roles and enhance the accountability and effectiveness of education services that address the governance priorities of Tanzania.

However, the evaluation indicates that TCDD member CSOs may face significant challenges in applying the attained skills without continued financial support. Therefore, there must be assurance of financial to guarantee sustainability. Likewise, TCDD must design and develop a long term mechanism to train and empower new members of parliament soon after general elections whereby some of the incumbent ones tend to cease representation.

To ascertain sustainability, the evaluation exercise noted that TCDD has put in place plans to establish Intergenerational Succession Program (ISP) to mentor and empower the youth on policy advocacy and public awareness raising.

Conclusions

The evaluation concludes that PMAPA project was *relevant* to government strategic priorities to combat poverty and to provide quality services to Tanzanians, in this case secondary education. The *impact* has been unexpectedly huge as spacious classrooms were built across the country in a short period. *Sustainable* improvements in the sector of education includes curriculum review, free education to advanced secondary schools and pregnant girls being allowed to re-join after delivery. The project is in line with national needs and TCDD's position as a trusted partner of the government of Tanzania. Moreover, the core objectives of the PMAPA provide a good framework for supporting governance and democratic development priorities of the government.

The performance of the project has been *effective* and *efficient* in identified output areas, with notable success on: the capacity of TCDD member CSOs to effectively lobby and carry out advocacy for enhanced access and quality of secondary education and the ability of Budget and Social Services Parliamentary Committees to address sustainable debt issues and enhanced quality and budget allocation for ordinary secondary education. More dialogue meetings are needed to build the capacity of member CSOs, new parliamentarians and councillors to provide clear oversight on public funds and ensure of quality social service delivery.

Recommendations

Recommendation 1: TCDD should continue to carry out studies on debt to create evidence to inform project design that will allow the organization to better address drivers of debt burden by combining different approaches and stakeholders.

Recommendation 2: In order not to lose the significant progress and gains made thus far, a follow-on project is recommended to build on the achievements and lessons learned from PMAPA project. Member CSOs should also document advocacy work more systematically on important lessons and recommendations of previous evaluations.

Recommendation 3: Capacity building of TCDD staff should include developing skills for creating theories of change and enhancing knowledge of their importance in project design and results management.

Recommendation 4: TCDD should adopt a results-based management (RBM) system of performance measurement that reflects strategic plan priorities including debt management and poverty reduction.

Recommendation 5: In collaboration with parliamentary committees, TCDD should develop tools for a comprehensive induction program for newly elected MPs on issues of public debt management and clear oversight on providing quality social services. Government Loans, Guarantees and Grants Act NO.34 of 1974 need to be amended to provide clear and enhanced oversight of the parliament. In line with this, TCDD should push for measures to ensure all loans and revenues get parliamentary approval.

Recommendation 6: TCDD continue to build strong strategic partnerships with stakeholders including Local Government Authorities, government agencies and donors.

Recommendation 7: TCDD needs to develop a robust resource mobilisation strategy to strengthen its capacity and sustainability. In particular, TCDD needs to explore funding opportunities with other donors apart from the existing one as well as explore options with the private sector. Resource mobilization should be part of the roles and responsibilities of TCDD staff. New position responsible for resource mobilization could be introduced.

Lesson Learnt

Lesson 1: Build strong partnerships with a select of individual media personnel early on – A key lesson from the PMAPA was the importance of having a good network with media personnel who are committed and have interest in covering issues related to debt management, poverty reduction, accountability and rule of law. This insured coverage and reporting of debt management and associated issues even without a push from TCDD, a key aspect for the sustainability of media engagement work. As well, long term relations with media personnel allowed incremental approach of engagement and building of alliance with the media. TCDD needs to scale up and adopt this approach when engaging with other partners and allies to engage in advocacy work that it cannot do itself. In this respect, building strong coalitions is critically important to efficient advocacy.

Lesson 2: Outcomes of advocacy work take long to be realized – A key lesson from PMAPA particularly working with members of parliament and local governments, was the realization that advocating for change in public policy is usually a relatively slow process as changing attitudes and positions requires ongoing engagement, discussion, argument, and negotiation. In addition, implementation of PMAPA project helped TCDD to realize that mass adoption is rarely possible, but rather changes occur among few individuals who then influence others to understand, be convinced, and act. As a trusted partner of the government, TCDD needs to identify quick wins or hanging fruits for documentation and learning as well as exploring ways to support influential networks, opinion leaders, and ultimately, decision makers to take ownership of the main advocacy ideas, evidence, and proposals, and subsequently act upon them.

Lesson 3: The power of evidence-based research in policy advocacy - Use of evidence is key in enhancing advocacy work and poverty monitoring. The last TCDD's evaluation echoes this conclusions. For a more effective and efficient advocacy work on sustainable debt management, TCDD will benefit from research to create evidence not only about the status of debt but also its contributing factors and effects on the economy.

Lesson 4: There is a need for results-based management (RBM) system -Limited causal relations between project activities and outcome-level data can easily be overcome by ensuring systematic follow-up, monitoring and recording all implemented activities and accompanying challenges at different levels of the project.

Introduction

1.1 The Essence of Project Evaluation

Project evaluation is a systematic assessment of a completed project, program or any task, meant to learn and appraise its performance and assist in making informed decisions for improved future practices. There are five major focus areas of evaluation, namely **Relevance, Effectiveness, Efficiency, Impact and Sustainability**.

Information or data gathered in relation to these areas during monitoring processes provides the basis for the evaluative study, analysis and reporting. Therefore, monitoring should be an integral prerequisite for project evaluation processes. During an evaluation, information from previous monitoring processes is used to understand the ways in which the project or program developed and stimulated change.

Through the evaluation process, organizations determine if a project/program has fulfilled its goals. It is all about assessing how well or badly the project performed. The essence of evaluation is that, when organizations track, assess, analyze, and report on a project, there is more transparency and accountability.

Likewise, project evaluations functions as a performance management tool as it facilitates organizations to gather, disseminate and utilize information and data to improve their internal operations and add value. Organizations can thus focus on their objectives such as enhancing performance, encouraging innovation, sharing and integrating lessons learned for continuous improvement and sustainability.

Although not always projects go perfect according to the plan, but a well-designed project evaluation helps to mitigate and minimize future failures. Moreover, organizations tend to learn more from their failures than from their successes. It is with this essence and importance that TCDD commits itself to evaluate every completed project (including this PMAPA project), for learning and for future plans and best practices.

This document presents the report for the external evaluation of the Poverty Monitoring, Accountability and Policy Advocacy (PMAPA) Project executed by TCDD. It outlines the background, evaluation approach, findings, lessons, conclusions, and recommendations.

The external evaluation informs TCDD's strategies and operational approach regarding actual and expected changes occurred in the target group (including positive and negative, direct and indirect), as a result of PMAPA project interventions. The evaluation results also aim to enable the Bread for the World and TCDD members to see whether funds have been spent appropriately and cost-effectively. On the part of the TCDD Board and Management, the evaluation results are expected to feed into the preparation/formulation of the new strategic plan 2023-2027 and next Project Funding Proposal for TCDD.

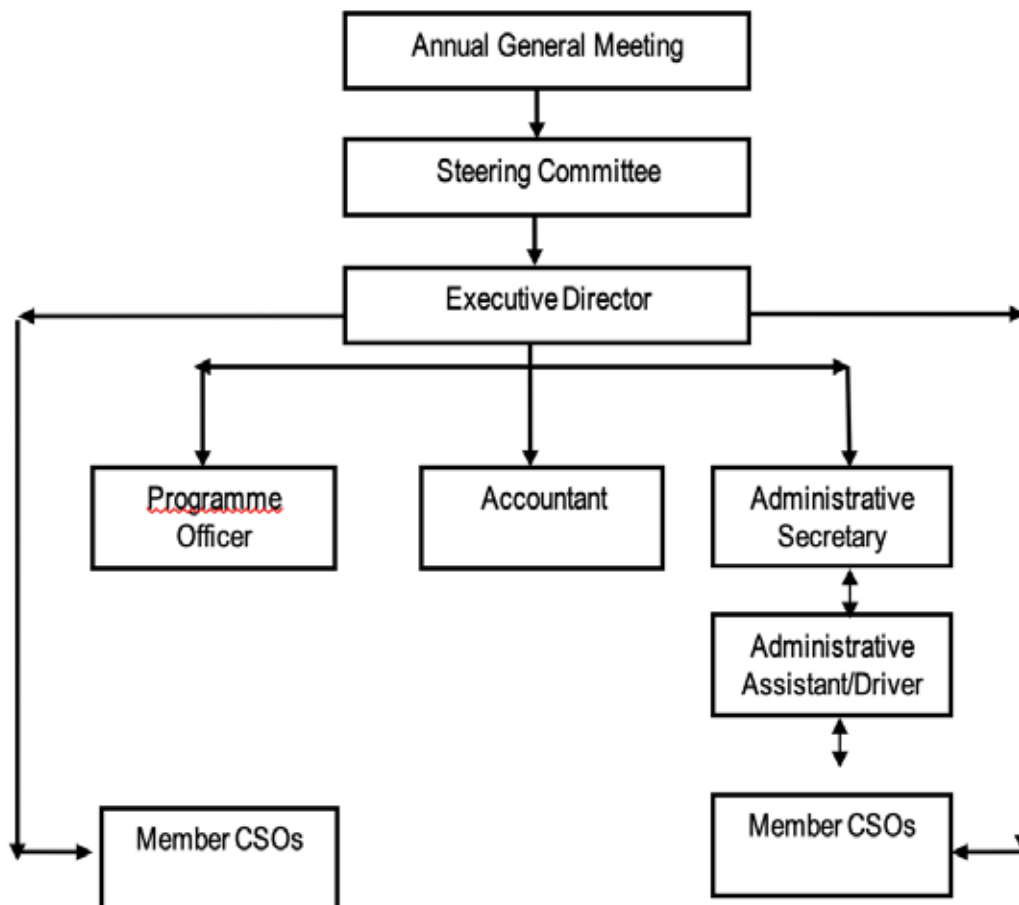
This document presents the report for the external evaluation of the Poverty Monitoring, Accountability and Policy Advocacy (PMAPA) Project executed by TCDD. It outlines the background, evaluation approach, findings, lessons, conclusions, and recommendations.

1.2 Background to TCDD

The Tanzania Coalition on Debt and Development (TCDD) 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. 00NGO/0260 under the Non-Governmental Act No. 24 of 2002. Among member organizations (88) 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. TCDD has a small secretariat based in Dar es Salaam.

1.3 TCDD Organizational Structure and Administrative Mechanism



TCDD structure, governance, financing and other official operations 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, accountable and available for transparent reviews.

Thus TCDD is a small flat organizational structure by design. It has a secretariat with few staff members. Every year, TCDD gets its accounts audited by independent external auditors and the audit report is tabled before the AGM by the Steering Committee.

The Steering Committee is a governing body supervising the Organization's Secretariat. The Secretariat has 5 full time paid staff of different educational backgrounds all based at the head office in Dar es Salaam. Members of the TCDD Steering Committee draws on the vast knowledge, skills and experience of its staff that have been instrumental in implementing similar projects in other reputable organizations before joining TCDD. Staff have also benefitted from regular tailor-made training that are made available through various partner organizations. The aim of the training is to enhance management and organizational development to the staff.

The Steering Committee is responsible for the preparation of financial statements, which give a true and fair view of the financial position of the Organization as at the end of each financial period and of its financial performance for that period. It is also responsible for ensuring that the Organization keeps proper accounting records, which disclose with reasonable accuracy, the financial position of the organization, and for safeguarding the assets of the organization.

TCDD 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 Program Officer, an Accountant, Administrative Secretary and a Media Specialist. 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 demotivator and might work against program efficiency. The program 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, advocacy and communication.

The TCDD has garnered a well-earned reputation for excellence, and this is due in no small measure, 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.

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 opportunities for staff capacity building and development. 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 to which the purpose is to promote continual learning, reflection and critical thinking among staff by outlining the understandings and expectations of all staff regarding learning.

1.4 Project Background

TCDD is undertaking the project titled "Poverty Monitoring, Accountability and Policy Advocacy" project (January 2020- December 2022), under joint funding of TCDD and Bread for the World (*Protestant Agency for Diakonie and Development -Germany*) with a total budget of €456,000. The overall goal of project is having a society with effective measures to manage debt burden and reduce poverty in Tanzania as elaborated in the National Five Years Development Plan.

1.4.1 Project Objectives

The project has three objectives as follows.

- a) CSOs monitor the implementation of the national goals for ordinary secondary education in their districts.
 - *Indicator:* Ten (10) targeted CSOs have presented the results of the yearly monitoring reports on the state of implementation of the national goals for ordinary secondary education to 10 Local Government Authorities (LGAs) for common reflection.
- b) CSOs conduct effective lobbying and advocacy for enhanced access and quality of secondary education.
 - *Indicator:* Ten (10) LGAs yearly implement at least two measures demanded by CSOs on access and quality of secondary education - particularly for girls/women.
- c) Budget and Social Service Parliamentary committees adopt resolutions/measures or raise questions to address sustainable debt management and enhanced quality and budget allocation for ordinary secondary education in national Parliament.
 - *Indicator C1:* Parliamentary committees raise at least three (3) demands/enquiries/issues per year with regard to enhanced budget allocation and quality of ordinary secondary in national parliament.
 - *Indicator C2:* The parliamentary committee on social services raises at least (two) 2 demands/enquiries/issues per year in national parliament with regard to challenges of girls or women in ordinary secondary education.
 - *Indicator C3:* The parliament Committee on budget makes yearly at least three concrete demands or raises issues to the government with a view to sustainable debt management (e.g. debt ceiling, setting up a one stop centre debt management office).

1.4.2 Geographical scope of the project

The project has been implemented on two levels: (1) on LGA level - together with 10 CSO members (also direct target group) in 10 LGAs (Iringa Municipality), Chunya District Council, Biharamulo District Council, Nyamagana Municipality, Ubungo Municipality, Chalinze District Council, Shinyanga Municipality, Uvinza District Council, Masasi District Council, Sumbawanga Town Council), (2) on central state/national level.

1.4.3 Target Groups

Direct target group

- Ten (10) TCDD **Member CSOs**, implementing the project in the 10 LGAs. These were: Wise utilization for Natural Resource Sustainability-Iringa Municipal, Unity in Diversity Foundation (UDF) - Chunya, Biharamulo Non-Governmental Organization Forum Network (BINGO) - Biharamulo, Youth and Environment Vision - Nyamagana, The Leadership Forum - Ubungo, Youth Partnership Countrywide (YPC) - Kibaha urban, BIDII Tanzania - Shinyanga Urban, Uvinza NGO Network - Uvinza, Masasi NGO Network (MANGONET) - Masasi, Rukwa NGO Network (RANGO) - Sumbawanga Urban.
- Members of Parliament (Budget and Social Services Parliamentary Committees).

Indirect Target Group

- LGAs, Teachers, Districts Councillors, Parents/local community, Ordinary Level Secondary School Students (boys and girls).

1.5 Purpose and Scope of the Evaluation

The aim of this external evaluation is to assess the actual and expected changes occurred in the target group (including positive and negative, direct and indirect), as a result of project interventions. Using a mixed-methods approach, the study has analysed and evaluated the extent to which the program has achieved its goals regarding and in line with the following criteria:

- Relevance of the project/approach
- Effectiveness of project activities
- Efficiency of project activities
- Impact of the project activities
- Sustainability of project outcomes

The evaluation also made identification of enabling factors and constraints. Based upon the information gathered, the external evaluation has furthermore provided an overview of lessons learned and unanticipated programmatic outcomes. Moreover, this report has recommended strategies for increasing TCDD's programmatic efficiency, sustainability, and overall performance.

1.6 Objectives of the Evaluation

The evaluation aimed at providing an independent assessment of the project, determining its relevance, effectiveness, efficiency, sustainability and impact.

Specifically, the evaluation intended to:

- i) Determine the level to which project objectives are achieved
- ii) Identify intended and unintended changes brought by the project
- iii) Assess the relevance, efficiency and sustainability of the project and its impact
- iv) Highlight good practices and draw lessons learned on the project design, implementation and management, and provide relevant recommendations for future projects and for organizational management.
- v) Assess the extent to which this project contributes towards the achievement of focus area results and expected accomplishments, as contained in the organization strategic plan results framework.
- vi) Inform TCDD and BftW in relation to the future direction of the project.

2

Evaluation Design and Methodology

2.1 Introduction

This section provides an overall strategy for the whole evaluation process from planning, data collection and analysis, to report writing. Issues addressed in this section include: evaluation design and how it responds to the evaluation criteria listed in the TOR (appendix 1), the sources and types of data-collected throughout the course of the external evaluation, and specifics regarding the systematic collection and analysis of high-quality data.

2.2 The Approach

The evaluation employed a mixed-methods approach drawing on an in-depth analysis of PMAPA project documents and qualitative data. Following the collection of field data, qualitative data was thoroughly monitored and analysed, with final evaluation findings presented to TCDD Steering Committee meeting. Final recommendations shed light on specific areas for improvement, with reference to the project's relative strengths and potential shortcomings, which will enable TCDD to strengthen the quality of its targeted initiatives particularly during the development of the next strategic plan (2023-2027).

2.3 Evaluation Tools

Field data was gathered using qualitative data collection methods particularly Key Informant Interviews (KIIs) and document reviews. The tools provided in the Annex of this evaluation report were designed based on the key evaluation questions stated in the TOR. In total there were 7 KII guides. Data collected using these tools was integrated and triangulated with available data from internal and external reports. This enhanced the overall validity and comprehensiveness of the analysis.

In total there were 7 KII guides. Data collected using these tools was integrated and triangulated with available data from internal and external reports. This enhanced the overall validity and comprehensiveness of the analysis.

2.4 Sampling Frame

The evaluation applied purposeful sampling techniques. Purposeful sampling was used to identify KII respondents from institutions and organizations that have worked with the PMAPA project. These include the ten TCDD CSO member organizations and Budget and Social services Parliamentary Committees. In addition, purposive sampling was used in the identification of TCDD Project staff and Steering Committee Members for inclusion as KIIs.

Evaluation respondents were drawn from 10 CSOs directly involved in project implementation. These are; Wise Utilization for Natural Resources Sustainability-Iringa Municipal; Unity in Diversity Foundation (UDF)-Chunya; Biharamulo Non-Governmental Organization Forum Network (BINGO)-Biharamulo; Youth and Environment Vision-Nyamagana; The Leadership Forum-Ubungo; Youth Partnership Countrywide (YPC)-Kibaha urban; BIDII Tanzania-Shinyanga Urban; Uvinza NGO Network-Uvinza; Masasi NGO Network (MANGONET)-Masasi; and Rukwa NGO Network (RANGO)-Sumbawanga Urban.

2.5 Field Data collection

Field data collection was conducted by the consultant who is an expert in project evaluation. The Consultant was responsible for recording responses and discussions during KIIs using an audio recorder. The Consultant translated and transcribed the primary qualitative data into English for analysis and reporting.

2.6 Data Collection Tools

Data collection relied on a host of qualitative techniques particularly Key Informant Interviews (KIIs). Data collection methods generated information from the full range of stakeholders, TCDD Staff (3 all male), TCDD steering committee (4-M, 1-F), representatives from TCDD member organizations (7-M, 3-F), and members of parliament (2-M, 3-F) described below.

2.6.1 Key Informant Interviews (KIIs)

In-depth interviews were conducted with an array of key stakeholders, drawn from various institutions and organizations that have partnered with or benefitted from the PMAPA project. Semi-structured questions were used for the KIIs. The list of key informants that were consulted for the external evaluation is listed in the annexes and includes TCDD staff, TCDD Steering Committee members, representatives of the ten TCDD member organizations, and Members of Parliament (Members of Budget and Social services Parliamentary committees). A collection of short interview guides listing the main topics and issues that were covered is provided in the Annexes.

Face-to-face KIIs lasted between 30 minutes to 1 hour. Other interviews were conducted over telephone calls for interviewees who were out of office. All interviews were conducted in Swahili language to allow understanding, honest and comprehensive responses and discussions. Most KIIs were conducted during working hours. However, because of time constraints, the Consultant was flexible and some of the interviews were organized in the evenings and during weekends.

All responses to KIIs were recorded in note books by the Consultant on prepared outlines. Interviews were audio recorded to ensure further notational accuracy. The written notes were organized and compiled by the Consultant for translation and transcription.

2.7 Mixed Method Data Analysis

The evaluation used an inductive qualitative data analysis approach based on a pre-prepared framework of grouping the different response in broad categories of key thematic areas as per the evaluation questions. The interview notes, and audio recorded data was transcribed and coded by these thematic areas to identify/categorize specific pieces of data corresponding to the different evaluation questions. KIIs data from respondents was disaggregated by different groups.

2.7.1 Data Management and Cleaning

Preliminary analysis of the qualitative data was carried-out during data collection as the interviews were ongoing. The Consultant summarized interview notes on daily basis for initial analysis. Transcribing of audio recordings was done immediately after the completion of interviews.

2.7.2 Data Analysis

Relevant data was analysed using qualitative data analysis tools. Qualitative data was thematically analysed (through the compilations of themes, patterns, associations, comparisons, concepts, explanations, etc.), using Microsoft Excel. Qualitative data, especially from TCDD member organizations was also disaggregated on the basis of location and type of organization to highlight differences in the magnitude of outcomes observed in the local governments.

2.8 Intended Users of the Findings

The findings of PMAPA evaluation focus on TCDD performance against project objectives in terms of project relevance, effectiveness and efficiency of project implementation. They also reflect noticeable change in the poverty situation and social accountability that can be attributed to the project in form of impact. Furthermore, evaluation findings present the efforts of the project to sustain its benefits to community beyond the life span of project implementation.

The evaluation findings of this report are primarily intended to be used by:

- a) TCDD Steering Committee members and management who will be the main users of the findings and recommendations in future programming, community engagement and policy advocacy
- b) TCDD CSO members for self-assessment and understanding of their own work in a broader perspective as well as for enhancing future interventions to ensure they address their concerns and that of the society
- c) Donors (Bread for the World in particular), for feedback on whether their support (funds) have been used effectively and efficiently for agreed purposes and on issues of accountability and policy advocacy
- d) Government and its regulatory institutions for feedback on accountability, transparency and ensuring safeguards and coordinated planning in broader nationwide interventions.

3

Evaluation Findings

3.1 Relevance

Relevance to poverty reduction and pro-poor development

This section constitutes the assessment of relevance of the project to the direct target groups (CSOs, LGAs and the parliament), the country and other parties. Also it gives an assessment of the rationale of the project in the Tanzanian context. Poverty monitoring is essential especially when carried out by **CSOs** which work within communities and **local councils** which are responsible for social services provision at local levels. They also implement most development projects at local level. On the other hand, the **parliament** is totally a representation of the local people at the bottom.

In addition, the relevance of the project is based on the fact that in spite of the various poverty reduction initiatives, Tanzania still remains among the poorest countries of the world. Poverty rates are highest in rural areas and in urban areas poverty has been on the rise too. Indicators of poverty in urban areas include mushrooming slums, poor access to social services, deteriorating safety (especially to women and children) and increasing incidences of crime.

Women and youth are more vulnerable to poverty because of the inherent and persistent patriarchal and discriminatory social structures. Despite some achievements and sustained economic growth over the years, there has been very little impact on improvement of the livelihoods of the poor¹. On the part of the education sector, poor quality of education has been a chronic problem. As a result, there are cases showing children completing primary education (class VII) without competence in basic literacy and numeracy. This also indicates that the country's governance is weak. Hence, there is need to empower local communities and their local government authorities 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.

Despite some achievements and sustained economic growth over the years, there has been very little impact on improvement of the livelihoods of the poor

¹ Tanzania Demographic and Health Survey, 2012

The poverty eradication strategies do not adequately 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 the central government. Evaluators further learnt from CSOs as well as LGA officials of the TCDD contribution to the broader national poverty reduction initiatives. They have been complementing broader national poverty reduction initiatives and stakeholders involvement at local national level.

In Tanzania, there are three major service delivery sectors of Health, Education and Water. In this respect, in order to improve and sustain good governance efforts, the government commits 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.

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 through their institutional base (CSOs, trade unions, etc.), are making efforts to call upon the 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 programs to respond to citizens' demand for accountability including access to public information.

The public sector reforms and programs have been implemented in the country to enhance good governance and a number of institutions have been established. However, these government initiatives have not been successful in addressing accountability failures. Probably this is due lack of involvement of the people who are regarded as passive subjects at the receiving end. The poverty monitoring and policy advocacy interventions by TCDD brings in an important element of stakeholders involvement as well as establishing a link between community members and CSOs with their government in following-up accountability, influencing policy and making decisions towards pro-poor development.

Alignment with national policies

Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA) was consistent with the objectives of national policies and strategies for poverty reduction and economic growth in Tanzania. At the time of design of PMAPA, the government's growth and poverty reduction targets were outlined in the Five-Year National Development Plan II, 2016/2017-2021/2022, which aspires to have Tanzania transformed into middle income and semi-industrialized nation by 2025 focusing on an educated and learning society, good governance, rule of law, peace, stability and unity.

With its goal of improving implementation of policies and sector strategies, PMAPA was broadly aligned with three pillars of the Five Year National Development Plan 2016-2021 (FYDP-II), namely industrialization, human development, and implementation effectiveness. More specifically, PMAPA's objectives at design remained relevant with regard to the education-related objectives of the FYDP-II, which included: (i) structural reforms focusing on production diversification (ii) mechanization of agriculture, improvement of infrastructure, and agribusiness development (iii) profitable use of land and water (iv) greater financial stability and (v) more market oriented agricultural policies.

Relevance to debt management

Public debt is continuously on the rise, a fact that is attributed to persistence budget deficits (mismatch on government revenue and expenditure), rollover of liquidity papers, new borrowings for various development projects and foreign ex-change loss arising from depreciation of Tanzanian Shilling against stronger currencies.

The Debt Sustainability Analysis (DSA) indicates that risk of debt distress for Tanzania is moderate. The pandemic's devastating effect on tourism inflows brought to light Tanzania's vulnerability to export shocks that threaten its capacity to service external debt. However, the healthy level of reserves of 5 months of imports serves as a significant buffer against these types of shocks. Other than a marginal breach in the debt service-to-export ratio, all other external debt burden indicators remain below the policy-dependent thresholds under the baseline scenario, but are breached under different shocks and stress tests, highlighting the increase in risk of debt distress since the last DSA. In particular, a narrow export base and one-time depreciation pose risks.

The results highlight the importance of raising domestic revenues, improving public investment management, and leveraging concessional financing sources when available, while carefully selecting projects to be financed by commercial loans. From the background analysis above, it is a fact that Tanzania is in the moderate debt distress. Considering the government high appetite for borrowing, sooner or later Tanzania is likely to enter into high debt distress which will culminate into a debt crisis. TCDD therefore is significantly contributing in addressing issues of transparency, accountability and enabling legislators to exercise a clear oversight and role of the Parliament on public debt management.

This is quite relevant to TCDD as it 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 debt and trade-related issues. Not only that, but also TCDD has been a pioneer of networking by involving dialogue with various policy makers within and outside Tanzania and information dissemination, which includes publication, sensitization and media engagement. TCDD has already put in place a 5-Year Strategic Plan in which debt issues and management of debt will be adequately addressed.

It should be noted that TCDD has been a leading institution to monitor public debt for the purpose of holding government to account. 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. As of now, so many politicians have joined TCDD agenda to support to transparently address public debt issues.

Moreover donors and financial institutions are 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, revenues and expenditure.

The evaluation process has seen that objectives of the PMAPA project are still valid to date. The national debt stock has been growing (in absolute terms), mainly due to new disbursements, particularly through issuance of new government bonds to finance long term investments; and exchange rate fluctuations, specifically the depreciation of the shilling. As of May 2022, the national debt increased by \$3.9 billion in one year as the government is implementing infrastructure projects and improve provision of social services.

According to the Bank of Tanzania (BoT) monthly economic review, the debt stood at \$33.7 bill at the end of July last year, having increased by \$3.9 billion from July 2020. On the other hand, constituting public debt and private sector external debt, amounted to USD 37,838.1 million at the end of March 2022, an increase of USD 6,426.7 million from the amount recorded in March 2021 and a decrease of USD 219.2 million from the preceding month, owing to appreciation of USD against other currencies in which debt is denominated. External debt, comprising public and private sectors, accounted for 74.9 percent of the national debt stock. Unsustainable external debt is still a threat to macroeconomic stability.²

The evaluation found out that PMAPA project has been involving local government authorities and TCDD member CSOs in training workshops, awareness raising and developing their understanding and imparting knowledge and skills on how to monitor poverty reduction strategies in the education 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.

2 Five-Year National Development Plan (FYDP III) (2021/22-2025/26)

Besides, the project has engaged in service delivery research studies in the sector of education whereby 100 government secondary schools were visited and assessed. 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 members to articulate their concerns.

Issues of equitable access to quality secondary education at the local level have been in the mainstream of TCCD's engagement with its CSO 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, adequacy of teaching materials (e.g. books, laboratory equipment, desks and other facilities).

It also touches on sensitive issues like that of low teacher salaries. All these remain important areas to address because the government has not been able to monitor everything in this key social service sector 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.

3.2 Effectiveness

Based on the findings and analysis, the PMAPA project activities were effectively implemented and objectives largely achieved through identified indicators. The project was intended to ensure that 10 local government authorities and 10 member CSOs are reached. The CSOs were also expected to inform and mobilise the local community to hold their respective local governments accountable in ensuring delivery of quality social services. The targeted CSOs managed to implement planned activities. The effectiveness was made possible by a well organised management structure of TCDD as well as targeted member CSOs. For instance, one TCDD member CSOs who participated in the training and consequently in the poverty monitoring exercise, commended the presence of TCDD staff during the district feedback meetings where they also assisted in responding to questions from council members. The conducted training and feedback meetings were noticeable indicators to the effectiveness of the project.

On the other hand, advocacy, policy engagement and dialogue work with the parliament resulted in Parliament Committee on Budget making concrete demands to the government regarding the need for sustainable debt management. The demands, as clear indicators, included having a debt ceiling and setting up a one stop centre debt management office in Dodoma. The effectiveness of the project was also largely enabled by timely disbursement of funds and smooth procurement processes. However, COVID-19 pandemic caused some delays to implement some activities in schools due to shut down for almost three months. The shutdown was among many measures taken to curb COVID-19 transmissions.

The 10 select TCDD member CSOs were: Wise Utilization for Natural Resource Sustainability - Iringa Municipality; Unity in Diversity Foundation (UDF) - Chunya; Biharamulo Non-Governmental Organization Forum Network (BINGO) - Biharamulo; Youth and Environment Vision - Nyamagana; The Leadership Forum - Ubungo; Youth Partnership Countrywide (YPC) - Kibaha urban; BIDII Tanzania - Shinyanga Urban; Uvinza NGO Network - Uvinza; Masasi NGO Network (MANGONET) - Masasi; and Rukwa NGO Network (RANGO) - Sumbawanga Urban.

TCDD member CSOs engaged with local government leaders and heads of secondary schools to study the state of education in 100 schools from 10 local government authorities. The select (LGAs) were: Iringa Municipal Council, Chunya District Council, Biharamulo District Council, Nyamagana Municipal Council, Kibaha Town Council, Ubungo Municipal Council, Shinyanga Municipal Council, Uvinza District Council, Masasi District Council and Sumbawanga Municipal Council. TCDD organized feedback meetings in each council distributed a published report on state of education in 100 secondary schools studied.



Poverty Monitoring Training to TCDD members on 14-15 January, 2020 Morogoro region.

Member CSOs involved in the PMAPA project activities produced their monitoring reports showing, among other things, data collection and compilation process on education. Nine (9) LGAs out of 10 were fully monitored. Nyamagana LGA was not successfully monitored as planned. A national report has been produced (Kiswahili) that is now used for dissemination, sensitization and advocacy for changes in the sector of education.

There is acknowledgement by the central government and local government authorities 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 participate in decision making process on matters affecting their daily lives.

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.

In both cases the evaluation findings uncovered issues of teacher deficiency. There were no services for pupils with special needs (i.e. those with disabilities). Also there are pupil drop-outs. 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 and general low community awareness on the importance and value of education.

TCDD continued to engage MPs on debt and social services delivery issues. Much as the TCDD has achieved most of its objectives at output level, still it depends upon other actors in civil society and the public in general to bring about long lasting change. This is mainly because, TCDD with its member CSOs, contributes a lot to the long term goal of bringing the government to account. Likewise, TCDD has continued to engage development partners (e.g. Brot in this case) and stakeholders (CSOs) at local, regional and international level.

Dialogue with Members of Parliament (MPs) was effective in increasing the awareness of MPs on debt burden and its effects on the economy in the long run. According to the 2021 PMAPA annual report, MPs were highly concerned on the increase of commercial debt from just 4% of the total debt in 2011/12 to 20% in 2019 which was driven by the financing needs of large infrastructure such as SGR and Mwalimu Nyerere Hydroelectric Power Project.

As a result, MPs advised TCDD to conduct a study on the impact of commercial loans to Tanzania as well as the advantages and disadvantages of conducting credit rating to a country like Tanzania. Such studies will inform MPs on a better way to advise the government so that the country could be able to access a serious and cheaper capital for huge infrastructure construction rather than depending on commercial loans which are too expensive, costing domestic resources for infrastructure construction. This further demonstrates not only TCDD was effective in increasing interest among MPs on debt management but also evoking willingness to act.



Dialogue with Members of Parliament 6th April 2022 , Royal Village Hotel in Dodoma region.

The planned media engagement resulted into increased public awareness and debate on public debt. The public debt agenda has now become a national agenda in various platforms including the Parliament, government, social media, and electronic media. TCDD is proud of being a contributor to the debatable agenda. PMAPA was also effective in influencing the media to cover issues on national debt. Following the media engagement meetings, in 2021, several media houses such as Star TV/Radio Free Africa, Upendo TV/Upendo Radio, The Citizen, Mwananchi, Nipashe and La Jiji reported on issues of national debt.

Target CSO participants appreciated the skills attained during the training. Participants reported to have applied the skills attained from trainings in the identification of issues for advocacy in their respective areas and used the evidence to enhance advocacy activities. Trainings were primarily on data collection, data analysis, interpretation and report writing.

One year following the advocacy work with the local governments, TCDD member CSOs collected data on the same indicators to assess outcomes of the PMAPA interventions. Most local governments were found to have responded to issues raised during the poverty monitoring activity. The 2021 project annual report recorded that the assessments found that new classes were built in Kibaha, Iringa and Uvinza LGAs; 15 new latrines for girls built in Masasi and Sumbawanga; 2 privacy room for girls were built Iringa in Municipality; and 1 LGA enacted by-law to solve pregnancies of school girls - among other improvements.

Summary of the project's achievements in-terms of objective-to-activities review can be seen in snap-shot form in Table 1 below, highlighting project achievements since inception in 2020 and through the evaluation period in May 2022.

Table 1 Achievements against Project Objectives

Objectives	Fully achieved	Partially achieved	Not achieved	Evidence/Examples
CSOs monitor the implementation of the national goals for ordinary secondary education in their districts	x			<ul style="list-style-type: none"> • Training was conducted to 10 selected TCDD member CSOs on data collection, analysis, interpretations and report writing • All 10 trained CSOs were involved in the data monitoring, data analysis interpretations and report writing.
CSOs conduct effective lobbying and advocacy for enhanced access and quality of secondary education.	x			<ul style="list-style-type: none"> • TCDD and member CSOs conducted nine (9) district feedback meetings in 9 LGAs where data monitoring took place, engaging District Executive Directors, District Council Chairpersons, Councilors, Education Officers, Head Teachers, Community Development Officers, students and parents' representatives.
Budget and Social services parliamentary committees adopt resolutions/measures or raise questions to address sustainable debt management and enhanced quality and budget allocation for ordinary secondary education in national parliament.	x			<ul style="list-style-type: none"> • TCDD conducted dialogue meetings with the Budget and Social services parliamentary committees • TCDD conducted meetings on debt with emerging young leaders and youths from different religions, higher learning institutions, youth networks and political party leaders on understanding of the public debt management to young emerging leaders.

3.3 Efficiency

The evaluation has found that human and financial resources to implement project activities were utilised efficiently as intended and target groups benefited from services of TCDD, such as capacity building, networking, information sharing, awareness creation, poverty monitoring, policy advocacy and lobbying. Therefore objectives were largely met. Few weeks of shutdown due to COVID-19 delayed implementation of some activities but were later executed after the government, through Ministry of Health, allowed mass gatherings but with strict caution and preventive measures such as routine handwashing, use of sanitizers, wearing masks and distancing. The overall efficiency of the project was rated efficient and cost-effective by a majority of respondents.

Financial management and internal control systems were generally adequate, but more support was needed to bring these in line with TCDD and donor requirements. Monitoring of the project was considered satisfactory and the quality of the reports was appreciated. Results based monitoring was included in all reports and the reporting was of a high quality i.e. including photographs of events and screenshots of print and TV media coverage. Achievements of objectives was on time.



*Hon. Zaytun Seif Swai (MP)
- Arusha Region during the
dialogue with MPs on 06th
April, 2022*

Financial management and internal control systems were generally adequate. The project financial statements were audited every six months by external auditors. Basing on the opinion of the auditors it was noted as follows:

- The financial statements of the TCDD for the PMAPA project adhered to the Agreement of Cooperation
- Project funds were used exclusively for the purpose of the project in accordance with the Agreement of Cooperation
- The Implementing rules, and the accompanying financial statements gave a true and fair view of the financial affairs of the project
- The audits were conducted in accordance with International Standards on Auditing (ISAs) as well as with the National Board of Accountants and Auditors (NBAA) Code of Ethics.

PMAPA project efficiency is summarized as follows:

Under objective 1:

- a) 90 percent (9 out of 10 CSOs, reaching 90 schools in total) of the engaged CSOs conducted yearly monitoring of the ordinary secondary school education and presented the results to the LGAs for common reflection and resolution of the issues presented. The CSO that did not manage to conduct the study was Youth and Environment Vision (YEV) because they were not granted permission by Local Government Authority (LGA) of Nyamagana in Mwanza Region to collect data in the municipality. Key findings that were common in all districts included schoolgirls pregnancies, shortage of girls latrine, shortage of classrooms, shortage of science subject teachers, shortage of girls privacy rooms, shortage of desks, pupils drop out, shortage of dormitories and drop out during the transition period, that is from standard VII to form I and on average of 6 measures were advocated for in each Local Government Authority.

Under objective 2:

- b) A total of 54 measures demanded by the nine CSOs; and as of May 2022, a total of 47 measures have been implemented by the nine LGAs. The common issues implemented in all 9 LGA include girls dormitories construction e.g. 4 dormitories in Masasi district Council and in Iringa Municipality, new classrooms constructed e.g. 14 at Masasi districts, 19 new

classrooms at Kibaha, new latrine constructed e.g. 78 toilets constructed in Kibaha (45 for girls and 33 for boys), 14 in Shinyanga Municipality, By-laws enacted by Iringa Municipality to address girls pregnancies, New desks made e.g. 1672 in Ubungo Municipality, Transfer Management System adopted to control dropouts during transition in Uvinza, Ubungo and Sumbawanga.

Under objective 3:

- c) Since the project inception, Parliamentary committees has raised 5 issues (an average of 2 issues per year) about enhanced budget allocation and quality of ordinary secondary education in Parliament. These issues have significant impact to Education budget as the Government spend large budget for debt servicing than that of education sector due to commercial borrowing for instance according to the Ministry of Finance and Planning, United Republic of Tanzania 2018/2019 budget, the government allocated Tsh.1.41 trillion equals to \$ 434.9 million for payment of domestic debt interest. This is higher than the approved Tshs 1.40 trillion for the Ministry of Education, Science and Technology, and it is 5.3% higher than Tshs 1.33 trillion for previous fiscal year 2017/18.
- d). The Parliamentary Committee on Social Services raised 4 issues (2 per year) in Parliament about challenges of girls in ordinary secondary education. The issues raised included plans to address gender and sexual violence against the school children which sometimes led to death of children, During 2020/2021 budget session Parliamentary Committee on Social Services in 2020 urged the central government to instruct the LGA to allocate funds for awareness campaign on how best LGAs can reduce GBV and how women and children can protect themselves from those attacks as well as report all issues to relevant bodies including police stations. This came as a result of the increased gender violence to women/ school girls and children from 31,996 cases in 2016 to 43,487 in 2018, an increase of 35.9% (Page 48 of the Social Services Parliamentary Committee presentation during 2020/21 budget session). Also the same Parliamentary Committee on Social Services demanded the central government to increase the National budget in Education sector, so that the Ministry can be able to build more latrines and classrooms, dormitories in favor of girls despite of the slight budget increase from Tsh. Billion 799.02 in 2014/15 up to Tsh. Trillion 1.38 in 2019/2020, an increase of 42.3%.
- e). The Parliamentary Committee on Budget has made 3 demands including; transparency on Public Debt - following the rapid increase of public debt to Tsh. 59.0 trillion by December 2020 from Tsh.54.8 trillion December 2019, also addressing the concerns raised by the Controller and Auditor General, the committee urged government start to measure public debt sustainability with domestic revenue, as debt servicing is done through the funds generated by domestic sources and it is must be re-paid or serviced. Also in November 2021 during the Parliament session which discussed on the proposed guidelines for preparation of Plan and Budget 2022/23, the Budget Committee urged the central government to allow CAG to conduct a special audit following the statistics of National debt reaching \$33,883.2 billion equals to Tsh.77.9 trillion by August 2021. The report should inform the public where the borrowed money was used, its value and the reality of the projects being implemented from the funds.

Other noticeable outcomes were:

- a) PMAPA contributed to institutional strengthening in favor of ordinary secondary education at the LGAs. This is attributed to the studies and measures proposed and acted upon within the LGAs
- b) Enhanced councilors' capacities in overseeing the councils' use of public resources, in understanding the context in which they work and re-tooled them with necessary information to strengthen ordinary level education.
- c) Capacity of Members of Parliament, especially those who are members from the Budget and Social Services Committees, on understanding debt management issues in Tanzania was strengthened. This is because of the TCDD supported engagement as the discussion only started after TCDD engagements.
- d) CSOs demonstrated improvement in data collection and use particularly in helping to generate reliable evidence for advocacy work within their localities.
- e) The Research Report on Debt Transparency for Social Service Financing in East African Countries, of which TCDD was part of, triggered public debt debate across East Africa and helped Parliamentarians to raise public debt issues in their respective countries including Tanzania.
- f) TCDD strengthened networking with local and international alliances and coalitions to have a common voice on public debt advocacy.

Challenges faced are as follows:

- The failure of Youth and Environment Vision (YEV) to get permission to collect data at Nyamagana LGA in Mwanza region during the 2nd year of the project implementation (i.e 2021). The restriction hindered the Nyamagana community & CSOs to engage LGAs authority through TCDD platform on issues identified for resolutions in education sector.
- Advocacy environment. The advocacy environment during the 1st & 2nd year of the project implementation was not open. The environment was threatening to CSO activist and media as well. Some laws e.g. NGOs act 2019, statistic act 2019, media service 2016 act, amended which hindered the participation of the CSOs and media.
- Meetings were organized and held amid COVID-19 waves that posed danger of transmissions in areas where people could not follow or adhere to the measures put in place by the government through the Ministry of Health. Likewise, between April to June 2020, all schools were shutdown to slow down infections. At that time, schools could not be reached because even school teachers were not allowed to turn up. This slightly hindered the collection of data as some of the schools were shut out, teachers and pupils were not at schools. As a result some project activities were delayed.
- There has been rise in fuel prices for diesel (TZS) 1,687 and petrol (TZS) 1,865 respectively in August 2020 and the current prices are diesel (TZS) 3,258 and petrol (TZS) 3,148 respectively in May 2022. This has doubled and caused the transportation to suffer price increases which impacted into different items in the market affecting the project budget tremendously.

Some of the TCDD member CSOs lack permanent staff, even the volunteer and temporary staff who avail do not have the required knowledge and expertise.

3.4 Impact

Impact is defined as the changes that have occurred or are expected after the implementation of project activities (whether positive or negative, direct or indirect, intended or unintended), and as a result of development interventions. Direct target groups of the PMAPA project were as listed below:

- 10 TCDD member CSOs to monitor debt-related measures against FYNDP II
- Parliamentary Committees for budget and social services
- Engaging 10 Local Government Authorities and 10 member CSOs in assessing the state of education in ordinary level secondary education

In assessing the impact of the project, the evaluation analysed changes in three areas:

- Supporting the LGAs to implement institutional strengthening in favour of ordinary secondary education
- TCDD enhanced capacity of councillors in overseeing the councils use of public resources, in understanding the context in which they work and impart them with necessary information to strengthen ordinary level secondary education
- Building the capacity of members of parliament who are members of the budget and social service committees.

Unexpected results of the Public Debt Advocacy include the resignation of the Speaker of Tanzania National Assembly, Hon. Job Yustino Ndugai (MP), over his statement that “Tanzania risks being auctioned off” if the government continues with its current pace of borrowing from international lenders. He was addressing a group of people from his Gogo tribe in Dodoma. Hon. Ndugai made a remark on December 26, 2021, in Dodoma where he cautioned that a repayment of the national debt is not in the best national interests and instead of keeping on borrowing, it is important that the government plan methods that will increase internal revenue collection capacity to fund its development initiatives.

His caution and advice generated furious reactions from various government-leaned and party (CCM) leaders including unprecedented rebuke from the President herself. President Samia Suluhu Hassan was quoted reiterating by saying “we will continue to implement projects in spite of efforts to discourage us from borrowing.” Ultimately the former Speaker took a decisive step to resign as he couldn’t face anymore the mounting criticisms against him. The public debt agenda is continuously on the rise in Tanzania as a result of TCDD’s persistent and consistent policy advocacy and lobbying on debt issues over two decades.

The level of awareness on what the government is responsible for is relatively high to CSOs and citizens. Problems facing education 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. Just recently, the government committed itself to provide free education from primary education to advanced secondary education (Form V and VI).

According to the TCDD study on education it has been established that advocacy, poverty monitoring, social accountability and lobbying have contributed positively to national policy influence on education. As highlighted above, TCDD’s agenda on public debt management has become a hot subject and is trending amongst development stakeholders in Tanzania.

More importantly, TCDD has built the capacity of local CSOs on poverty and social accountability monitoring. Subsequently, the level of awareness and understanding is relatively high among CSO actors.

Moreover, as a result of TCDD continued advocacy over the years, the government decided to re-allocate more funds to the primary and secondary education at local government levels; it promised to employ all graduates who would like to work as teachers in government secondary schools; more secondary school classrooms and dormitories from the COVID-19 package were built in a very short time across the country.

The impact of the project is also implicated on the government's decision to provide free education to advanced level secondary education (Form V and VI). In addition, as a landmark decision of the government, pregnant girls are allowed to re-join their studies. Right to education for all is one of TCDD long term objectives for ensuring gender equality to women and girls.

3.5 Sustainability

TCDD effectively addressed sustainability issues within the PMAPA through capacity building to TCDD member CSOs and building long-term relationships with individual media personnel. Interviewed representatives of TCDD member CSOs appreciated the importance of skills and experiences gained during implementation of policy advocacy and poverty monitoring initiatives. The results of training of TCDD member CSOs in evidence-based advocacy demonstrate sustainability and ownership of the project interventions.

Respondents further demonstrated plans to improve data collection and particularly use it to help generate reliable evidence for advocacy work within their localities. These efforts are likely to ensure that benefits of the project are sustainable post project implementation.

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 dissemination meetings and engage in follow-up responsibilities. These institutions will continue to exist sustainably beyond PMAPA project.

Project sustainability also depends on the extent to which government policies will be influenced and implemented. The TCDD will require enhancing communication of poverty monitoring findings in the education and continue with awareness raising and capacity building to communities. Public opinions and involvement are crucial strategies to develop and determine the direction of change for sustainability. The public has a massive potential of influencing government policies at local and national level.

Informed public opinions exert civil pressure for government transparency and accountability, and instigates positive change in the society. In order to achieve the benefits of communication, media engagement must continue to play a central role in such as noble and patriotic pursuit.

For sustainable policy advocacy and relentless campaigns for debt relief and freedom, TCDD plans to establish a resources center for debt and research studies for leveraging the capacity of the government in domestic revenues/resources mobilization. Moreover, plans and pilot training sessions are also in place to groom and mentor young people through TCDD's Intergenerational Succession Program (ISP).

4

4. Conclusions

TCDD's lead role in advocating for poverty alleviation and sustainable debt management was well received by members of the parliament, TCDD member CSOs, local councils and the media. From the findings summarized above, PMAPA project is hereby concluded to be relevant, effective, and efficient, and has a commendable impact for socio-economic growth and sustainable development.

TCDD has largely achieved substantial results in main advocacy areas and is following appropriate and the most promising practices. As noted in the project proposal, there is a broad understanding that sustainable debt management and effective implementation of policies and sector strategies are ambitious goals involving significant change across many levels of sectors and actors beyond TCDD's direct reach.

PMAPA project achievements have been realized and understood within a short timeframe of implementation. Knowledge and skills imparted in cost effective training workshops were very much focused. This evaluation has found that TCDD interventions have been a catalyst for change in governance at both the local and national level.



As noted in the project proposal, there is a broad understanding that sustainable debt management and effective implementation of policies and sector strategies are ambitious goals involving significant change across many levels of sectors and actors beyond TCDD's direct reach.

5. Recommendations

5

This evaluation report proposes the following broadened recommendations:

Recommendation 1: Significant progress has been made under PMAPA project in enhancing good governance and democratic development in Tanzania. In order not to lose the gains made thus far, a follow-on project is recommended to build on the achievements and lessons learned throughout TCDD's existence. When possible, the next phase of the project should give considerable attention to recommendations provided in the previous evaluations. For instance, the last evaluation recommended for building the capacity of the government in responding to debt management demands from the parliament and general citizens i.e. advocacy and lobbying directly with the government. Other previous recommendations included TCDD establishing a Debt Resource Centre in the nation's capital city of Dodoma to provide policy-level One-Stop-Service Centre on debt and development issues in the country.

Recommendation 2: Capacity building of TCDD staff should include developing skills for creating theories of change and enhancing knowledge of their importance in project design and results management. When undertaking capacity building interventions for TCDD staff and management, there is a need for a clear baseline of the capacity gaps identified and a defined pathway to change before embarking on the process.

Recommendation 3: TCDD should adopt a results-based management (RBM) system of performance measurement that reflects strategic plan priorities including debt management and poverty reduction. This include developing Intervention Logic and/or Theory of Change (TOC) to improve better understanding and establishing chain of causality and ideal expected effect of the interventions made in advocating for sustainable debt management and poverty reduction in Tanzania.

For a future project, develop a clearly defined results framework, including identification of clear and measurable sub-output, output and outcome level indicators, baselines and targets. As well, strengthen internal monitoring and data collection systems focusing on results at all levels of the intervention logic.

Recommendation 4: Monitoring and evaluation functions of a follow-on project should be well considered through support by qualified and professional team members through consultancies or possible fresh recruitment of a dedicated Monitoring and Evaluation (M&E) personnel. A budget line equivalent to at least 5% of the total budget should be accorded to the M&E function to ensure adequate facilitation of its activities.

Recommendation 5: TCDD and its member CSOs should document non-programmatic and high-level advocacy work more systematically to track progress and capture important lessons. There is also a need to extend the training duration and enhance technical assistance and capacity building to for member CSOs and councilors of targeted Local Government Authorities.

For a future project, develop a clearly defined results framework, including identification of clear and measurable sub-output, output and outcome level indicators, baselines and targets. As well, strengthen internal monitoring and data collection systems focusing on results at all levels of the intervention logic.

Recommendation 6: TCDD should lobby and work with the parliament to develop tools for a comprehensive induction program for newly elected MPs on issues of public debt management and clear oversight to the government on provision of quality social services.

Recommendation 7: TCDD strengthen strong strategic partnerships with stakeholders including Local Government Authorities, the central government and donor agencies.

Recommendation 8: TCDD needs to develop a robust resource mobilisation strategy to strengthen its capacity and sustainability. In particular, TCDD needs to explore funding opportunities with other donors apart from the existing one as well as explore options with the private sector. Resource mobilization should be part of the roles and responsibilities of specific positions within TCDD. Alternatively, a dedicated new position responsible for resource mobilization and research could be introduced. For a more effective and efficient advocacy work on sustainable debt management, TCDD will benefit from research studies to create evidence on debt and its contributing factors and effects on the economy.

Furthermore, TCDD 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 CSOs can draw funding for their interventions at community level. By doing this, TCDD can open up opportunities for growing beyond education sector.

It may now consider going into other sectors such as mining, tourism, water supply and sanitation; sustainable management of natural resources; environmental conservation, climate change; rural roads; and monitoring big contracts in harbors, railways and airports. These are sectors that hugely drive our economy but are not sufficiently and closely monitored by CSOs.



Dar es Salaam Port

6. Lessons Learnt

6

Drawing from the different PMAPA interventions and general findings, the evaluation identifies the following key lessons learned:

Lesson 1: Build strong partnerships with a select of individual media personnel early on - A key lesson from the PMAPA was the importance of having a good network with media personnel who are committed and have interest in covering issues related to debt management, poverty reduction, accountability and rule of law. This insured coverage and reporting of debt management and associated issues even without a push from TCDD, which is a key aspect for the sustainability of media engagement work. As well, long term relations with media personnel allowed incremental approach of engagement and building of alliance with the media. In this respect, building strong coalitions is critically important for efficient policy advocacy.

Lesson 2: Outcomes of advocacy work take long to be realized - A key lesson from PMAPA seen when working with members of parliament and local governments was a realization and a lesson that advocating for change in public policy is usually a relatively slow process as changing attitudes and positions requires ongoing engagement, discussion, argument, and negotiations. In addition, implementation of PMAPA project helped TCDD to realize that immediate mass adoption is rarely possible, but rather changes occur among few individuals who then influence others to understand, be convinced, and ultimately act.

Lesson 3: The power of evidence-based research in policy advocacy - Use of evidence is key in enhancing advocacy work and poverty monitoring. The last TCDD's evaluation echoes this conclusions and is an important lesson.

Lesson 4: Engaging with local government leaders at district or municipal level - this 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.

Lesson 5: Engaging the Central Government - transparency and accountability are a paramount areas of concern to the government, as a borrowing and regulatory body, to make radical, drastic and feasible measures on public debt sustainability. TCDD has been doing exceptionally well in holding accountable government leaders and institutions to deliver and meet their promises and expectations of the citizenry.

Lesson 6: Engaging the Parliament - the Parliament has to provide a clear oversight on public debt while closely monitoring expenditures on social services and development projects, among other priorities. TCDD has been closely working with members of the parliament (MPs) over the years.

The engagement improves service delivery and cultivates harmonious relations between local leadership and community members that also improves transparency and good governance.

Lesson 7: Implementing the projects through member CSOs - it is cost-effective and cultivates strong unity and ownership of the project among CSO actors. 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 accountable and transparent in their respective localities. CSOs remain as crucial pressure groups to push forward the public debt agenda and other burning policy decisions of national interests. Working in partnership with its member CSOs is what TCDD is all about as a coalition.

Lesson 8: Raising awareness to the public - bringing to light concerns of the people is an alarm to the government to react positively and responsibly. Involving in dialogue and information dissemination, including publication, sensitization and media engagement strengthens public awareness which is crucial for influencing policy makers for change. Nowadays debt and aid issues are increasingly being publicly debated because to a greater extent, TCDD has been in a forefront.

Lesson 9: The National Youth Development Policy indicates that Youth (15-35) forms 35% of the Tanzanian population. They represent the driving force behind social-economic and political reforms in the sphere of rapid global changes. TCDD will work with youth in future projects to ensure sustainability of the project results. It has already established Intergenerational Succession Program (ISP) to ensure advocacy continuity.

7. Appendices

Appendix 1: Terms of Reference (ToR)

7

TANZANIA COALITION ON DEBT AND DEVELOPMENT (TCDD)



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TERMS OF REFERENCE (TOR)³

FOR AN EXTERNAL EVALUATION OF TCDD'S PROJECT

"POVERTY MONITORING, ACCOUNTABILITY AND POLICY ADVOCACY IN TANZANIA" (PMAPA)-(2020-2022)

Project Name: Poverty Monitoring, Accountability and Policy Advocacy (PMAPA)

Project duration: 01/2020 – 12/2022

The Evaluation is commissioned by: Tanzania Coalition on Debt and Development (TCDD)

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 (87) 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. TCDD has a small secretariat based in Dar es Salaam.

TCDD was launched as a loose Coalition in 1998, and then officially registered as a Non-Governmental Organization on 17th December 2007

1.2 About the Project

TCDD is undertaking the project titled as “Poverty Monitoring, Accountability and Policy Advocacy Project (2017-2019). The project has three objectives and five indicators as follows; **Objective 1:** CSOs monitor the implementation of the national goals for ordinary secondary education in their districts (**Indicator 1.1:** Ten (10) targeted CSOs have presented the results of the yearly monitoring reports on the state of implementation of the national goals for ordinary secondary education to 10 Local Government Authorities (LGAs) for common reflection. **Objective 2:** CSOs conduct effective lobbying and advocacy for enhanced access and quality of secondary education (**Indicator 2.1:** Ten LGAs yearly implement at least two measures demanded by CSOs on access and quality of secondary education - particularly for girls/women. **Objective 3:** Budget and Social service Parliamentary committees adopt resolution/measures or raise questions to address sustainable debt management and enhanced quality and budget allocation for ordinary secondary education in national Parliament (**Indicator 3.1:** Parliamentary committees raise at least three (3) demands/enquiries/issues per year with regard to enhanced budget allocation and quality of ordinary secondary in national parliament), (**Indicator 3.2:** The parliamentary committee raise on social services raises at least (two) 2 demands/enquiries/issues per year in national parliament with regard to challenges of girls or women in ordinary secondary education) and (**Indicator 3.3:** The parliament Committee on budget makes yearly at least three concrete demands or raises issues to the government with a view to sustainable debt management (e.g. debt ceiling, setting up a one stop centre debt management office)

The project is implemented in the following 10 local government authorities: Iringa Municipal, Chunya district, Biharamulo, Nyamagana Municipal, Kibaha town council, Ubungo Municipal, Shinyanga Municipal, Uvinza district, Masasi district and Sumbawanga Municipal, targeting the following groups; Ten (10) TCDD Member CSOs, Members of Parliament (Members of Budget and Social services Parliamentary committee), Local Government Authorities (LGAs), Teachers, Councillors, Parents, Secondary Schools students (boys and girls).

This project seek to address the following challenges which among others includes lack of implementation of policies and sector strategies, diverse capacity of various actors like LGAs, Parliamentary committees, member CSOs, Steering Committee and secretariat. Others, include improving the capacity of TCDD to deliver the project which by reviewing the management and administrative tools, regulations and policies. As illustrated above the project will be implemented in 10 Local Government Authorities (LGAs) and Parliament at national level respectively focusing on two aspects of *ordinary secondary education* and *public debt in Tanzania* while the overall goal of the project is Society with effective measures to manage debt burden and reduce poverty in Tanzania elaborated in Five Years National Development Plan-II (2016-2021).

1.3. Description of the project

In 2020 TCDD launched a three year “Poverty Monitoring, Accountability and Policy Advocacy” project (2020-2022) under joint funding of TCDD and Bread for the World with a total budget of Euro 456,000, with the overall goal of Society with effective measures to manage debt burden and reduce poverty in Tanzania elaborated in Five Years National Development Plan-II (2016-2021).

How did the project make reference of the YNDPII? What aspects of the YNDPII did the project decided to consider? Why?

It is a follow-on project (previous project: 2017-2019; evaluated in 2019). The three year project at hand consists of three main aspects namely: poverty monitoring and budget tracking; lobbying and advocacy, and enhanced capacity for effective policy lobbying and advocacy with a total budget of Euro 386,000. The project implementation had used four approaches such as CSO monitoring approach at LGA through indicators listed on Five year National Development Plan-II, working with Parliamentary committee [understand its functions and roles] on budget to asses performance of the FYNDP II, Engaging local government authority assess measures demanded by CSOs on access to free secondary education for girls and women and parliamentary committee members on constitutional and legal affairs.

1.4. Geographical scope of the project

The project is to be implemented on two levels: (1) on LGA level - together with 10 CSO members (also direct target group) in 10 LGAs (Iringa Municipality, Chunya District Council, Biharamulo District Council, Nyamagana Municipality, Ubungo Municipality, Chalinze District Council, Shinyanga Municipality, Uvinza District Council, Masasi District Council, Sumbawanga Town Council), (2) on central state/national level.

1.5. THE TARGET GROUP: Direct target group

Ten (10) TCDD Member CSOs, implementing the project in the 10 LGA. Those are: Wise Utilization for Natural Resources Sustainability-Iringa Municipal, Unity in Diversity Foundation (UDF)-Chunya, Biharamulo Non-Governmental Organization Forum Network (BINGO)-Biharamulo, Youth and Environment Vision-Nyamagana, Agency for the Promotion of Good Governance Initiatives in Tanzania (Tanzania Imara)-Ubungo, Youth Partnership Countrywide (YPC)-Chalinze, BIDII Tanzania-Shinyanga Urban, Uvinza NGO Network-Uvinza, Masasi NGO Network (MANGONET)-Masasi, Rukwa NGO Network (RANGO)-Sumbawanga Urban

Members of Parliament (Members of Budget and Social Services Parliamentary Committees)

1.6. Indirect target group

LGAs, Teachers, District Councillors, Parents/local community, Secondary Schools students (boys and girls)

1.7. Project Objectives and indicators

The project has three objectives as detailed hereunder with respective indicators:

Objective 1: CSO monitor the implementation of the national goals for ordinary secondary education in their districts.

Indicator 1.1: Ten (10) targeted CSOs have presented the results of the yearly monitoring reports on the state of implementation of the national goals for ordinary secondary education to 10 Local Government Authorities (LGAs) for common reflection.

Objective 2: CSO conduct effective lobbying and advocacy for enhanced access and quality of secondary education

Indicator 2.1: Ten LGAs yearly implement at least two measures demanded by CSOs on access and quality of secondary education - particularly for girls/women. [what demands were made? By who (which CSOs)? How the demands were determined?]

Objective 3: Budget and Social service Parliamentary committees adopt resolutions/measures or raise questions to address sustainable debt management and enhanced quality and budget allocation for ordinary secondary education in national Parliament.

Indicator 3.1: Parliamentary committees raise at least three (3) demands/enquiries/issues per year with regard to enhanced budget allocation and quality of ordinary secondary in national parliament.

Indicator 3.2: The parliamentary committee on social services raises at least (two) 2 demands/enquiries/issues per year in national parliament with regard to challenges of girls or women in ordinary secondary education.

Indicator 3.3: The parliament Committee on budget makes yearly at least three concrete demands or raises issues to the government with a view to sustainable debt management (e.g. debt ceiling, setting up a one stop centre debt management office). [is the setup of one stop centre debt management office a government's plan?]

1.8. Project Activities

1. Baseline survey on Poverty Monitoring Accountability and policy Advocacy project
2. National workshops on public debt and education findings
3. Research studies on Public debt

4. Training of 10 Implementing CSOs
5. Data collection, Analysis and reporting on ordinary secondary education
6. Feedback Meetings in 10 LGAs
7. Public Debate Meetings in 10 LGAs
8. Advocacy work at Parliament
9. Backstopping Trainings to 10 CSOs conducting Monitoring
10. Press conferences/Media engagement
11. Meetings with religious leaders and emerging young leaders on debt
12. TCDD strategic meetings
13. Capacity building for staff and members

2.0 Purpose/Objectives and Users of Evaluation

2.1 Purpose of the Evaluation

Since the project comes to an end in December 2022, TCDD seeks to commission an evaluation to assess the actual and expected changes occurred in the target group (including positive and negative, direct and indirect) as a result of project interventions. The evaluation results will also enable the Bread for the World and TCDD members to see whether their funds have been spent appropriately and cost-effectively. On the part of the TCDD Board and Management, the evaluation results are expected to feed into the preparation/formulation of the new strategic plan 2022-2027 and next Project Funding Proposal for the Tanzania Coalition on Debt and Development.

2.2 Objectives of the Evaluation

The evaluation should provide an independent assessment of the project, determining its relevance, effectiveness, efficiency, sustainability and impact.

Specifically, the evaluation intends to:

- i) Determine the level to which project objectives are achieved. [What are the objectives? what is the current status? What was positive? What was a challenge?]
- ii) Identify intended and unintended changes brought by the project. [what are the results of the interventions? What level are these results?]
- iii) Assess the relevance, efficiency and sustainability of the project and its potential impact [what does the national policies say about education/poverty reduction? What about secondary education?]
- iv) Highlight good practices and draw lessons learned on the project design, implementation and management, and provide relevant recommendations for future projects and for organizational management [how was the problem determined? how was the project designed? What other solutions were thought to resolve the problem? Who was involved in the design? How long did it take to design? What were the challenges? If it was to be redesigned, what changes would the involved actors make?]
- v) Assess the extent to which this project contributes towards the achievement of focus area results and expected accomplishments, as contained in the organization Strategic plan results framework. [is there the result framework? what are the focus areas? Was the project duration enough to demonstrate achievements towards results? If yes, what level of results?]
- vi) Inform the project holder (TCDD) and BftW in relation to the future direction of the project. [recommendations... is it useful to give funds to TCDD? Were the resources enough? Is the project period feasible?]

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 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) Donors (BftW) for feedback on whether their support (funds) have been used for agreed purposes and the project performed as planned and for accountability.

3.0. Evaluation design and methodology

3.1 Explanation of the methodology used

Describe and explain the evaluation method and process to be employed for the evaluation as national as well as local government authority level activity. Show the methods and techniques to be used for data and information (quantitative and qualitative) collection, processing and analysis.

3.2 Selection of relevant stakeholders to be consulted

Show how the evaluation team will select relevant stakeholders 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.

3.3 Sampling

In case of sampling, the sampling procedure for the selection of samples should be explained and reasons for adoption of the procedure.

3.4 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.

3.5 Quality assurance and stakeholder comments

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

3.6 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.

3.7 Profile of the evaluation team

The External Evaluation Team will 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.
- Describe the appropriate skill mix and thematic knowledge that the evaluation team will possess. Gender balance should be considered and the team should include professionals with adequate knowledge of the local socio-economic situation of Tanzania.
- Significant experience in social accountability programs and the CSO sector in general.
- Experience evaluating poverty reduction interventions, social inclusion and gender in projects.

- Experience in participatory evaluative approaches.
- Master's degree in development studies or other social sciences.
- Experience working with pro-poor programs for monitoring and evaluation desirable
- Fluent in written and spoken English and Swahili.

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

4.0. Evaluation Scope

The external evaluation is expected to be completed between 1st and 27th May 2022. 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 the assessment of the project's performance with regard to relevance, effectiveness, efficiency, sustainability and impact (OECD DAC criteria). The evaluation will also 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.

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 and contract, Progress reports (narrative and financial/audit), M&E framework, as well as the ending strategy plan 2018-2022. 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 foremost with those 10 CSO directly involved in project implementation, but to include 13 CSO members representatives who are also Steering Committee members. Since TCDD members are spread out throughout the country, the evaluation team must visit two implementing partner organizations in Dar es Salaam and nearby locations and interview a wide range of distant ones online/digitally, 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 validation meeting in order to capture their views for incorporation into the final report.

5.0. EVALUATION QUESTIONS

The evaluation will address the following questions:

5.1. Relevance

- a) To what extent are the project plan and its delivery relevant and consistent with the organization priorities and needs? (Relevance to priorities of member organizations and beneficiaries should also be considered)
- b) How did COVID-19 impact the relevance of the projects' objectives, activities, and output?
- c) Did we plan the right thing? Do we do the right thing? To what extent are the activities and outputs consistent with the intended outcomes and impact? Are there differences between the time when the project was designed and today?
- d) To what extent are the objectives of the project still valid?

5.2. Coherence:

- a) To what extent is the project aligned with national plans and strategies?
- b) To what extent is the project coherent with those of other local actors with similar projects and/or objectives in the region?

5.3. Effectiveness

- a) To what extent was the project objectives achieved or are likely to be achieved by the end of the project?
- b) How effective is implementation against planned outputs (include an appraisal of the methods and approaches used)? How effective are the project implementation approaches and strategies? How effective is the project advocacy and policy engagement work?
- c) What are the short or intermediate-term/ medium term (intended or unintended) outcomes of the project?
- d) To what extent could the selected target group be reached?
- e) What were the major factors influencing the achievement or non-achievement of the objectives?
- f) To what extent did factors such as resources, management, staff and Board's capacity, working relationships within the team and with partners, learning processes such as self-evaluation/appraisal, coordination and exchange with other organizations/related projects influence the effectiveness of the project? Is the management set-up of the project conducive to achieving results and objectives?
- g) To what extent has the project played its role to actively engage stakeholders?
- h) What is the added value of the project to the attainment of the organization's Strategic Plan and against other CSOs engaged in similar or related activities in Tanzania?
- i) Are the beneficiaries and stakeholders satisfied with the project implementation approaches and results? Why? /Why not?

5.4 Efficiency

- a) How efficient is the project in the use of resources to achieve objectives including the strategies for implementation and approach/es of the project?
- b) Were activities cost-efficient?
- c) Were objectives achieved on time?
- d) Was the project implemented in the most efficient way compared to alternatives? Why? / Why not?
- e) Did the project face any obstacles (financial, administratively, managerial) and if so, how were they met and to what extent has this affected its efficiency and effectiveness?
- f) Are the interventions cost-effective in relation to resources (human and financial) and time utilized?

5.5 Impact

- a) Will the project contribute to the attainment of overall goal? If yes, how? If not why not?
- b) What has happened as a result of the project interventions? (Intended and unintended impacts, equal opportunities for women and men, improvement of social services/ infrastructure, debt management, poverty reduction, cross sectoral impact or other relevant cross-cutting issues).
- c) What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)
- d) What changes has the project brought at national and local levels? (changes may be directly or indirectly, positive or negative, intended or unintended, macro or micro)

5.6 Sustainability

- a) To what extent are the positive impacts or changes of the project likely to continue beyond the end of the project?

- b) Which measures are implemented to support sustainability?
- c) To what extent will the benefits of the project persist after donor funding ceased?
- d) What are the major factors which influenced (positively and negatively) sustainability of the project?
- e) How strong is TCDDs advocacy capacity to ensure continued policy engagement with relevant institutions/actors at local, national and international levels? Is there capacity and intent in the member organisations and communities to continue the projects' activities on their own?
- f) To what extent is TCDD capable of supporting member organizations to continue positive project changes after end of donor funding?

5.7 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 practice/s that could be replicated for implementation in other locations
- c) Identify how TCDD has utilized the social accountability initiative to identify and advocate for effective utilization of borrowed funds in Education in the 10 districts?

6.0. 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.

S#	ACTIVITY	DELIVERABLES	TIME	Who?
1	Sign the contract for the evaluation assignment	Contract for evaluation signed	30 th April 2022	TCDD and the Consultant
2	Compile all documents: Contract, tools, projectBudgets reports and training manuals	Enhanced clarity	30 th April 2022	TCDD
3	Draft and submit the Inception report	Inception report	1 st Week of May 2022	Consultant
4	<ul style="list-style-type: none"> • Data collection and analysis • Write and submit the first Draft Evaluation report 	First draft evaluation report	2 nd Week of May 2022	Consultant
5	<ul style="list-style-type: none"> • Receive comments and inputs • incorporate them • Write and submit the final evaluation report to the Secretariat 	Final evaluation report	3 rd Week of May 2022	Consultant
6	Present the final evaluation report to the Steering Committee	Final evaluation report	27 th May 2022	Consultant

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.

Consider the following structure of the report;

- i. Key data of the evaluation: Name, number, duration of the project to be evaluated, title of the evaluation, principal of the evaluation (who will commission the evaluation), contractor of the evaluation, date of the report.
- ii. Feed-back/amendment to the TOR: Are all parts of the TOR clear to the evaluation team? Is the focus of the evaluation clearly defined? If any, suggestions for amendments of the ToR are presented in a form so that the principal can accept or disagree.
- iii. Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, who is team leader/coordinator?), estimated timetable and work days for the evaluation team. Report about identified problems and risks.
- iv. Evaluation design and methodology: Report about the chosen qualitative and/or quantitative methods and further steps on how to implement them in the evaluation (selection of samples, strategies for analysis and collecting data, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Measures to be taken to get adequate information for gender analysis.

Tools for data collection and data analysis (e.g. presentation of questionnaires, checklist/guides

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 (Name, number, duration of the project to be evaluated, title of the evaluation, principal of the evaluation (who will commission the evaluation), contractor of the evaluation, date of the report)
- b) Executive summary: a tightly drafted, to-the-point, free-standing document (no more than 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.
- c) Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the project evaluated and relevant frame conditions
- d) Evaluation design/methodology
- e) Key results/findings with regard to the questions pointed out in the TOR/inception report, following OECD DAC criteria
- f) Conclusions based on evidence and analysis
- g) Recommendations (carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible, for each conclusions a recommendation).
- h) Lessons learnt (generalizations of conclusions applicable for wider use).
- i) Annexes (ToR, list of persons/organisations consulted, literature and documentation consulted, evaluation tools, recommendations table – see TOR annex 1 etc.

6.2.3 Recommendations table

This document 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 in the **enclosed recommendations table (annex 1)**.

7. Responsibilities and duties

TCDD responsibility

- i. Tender process, Identifying and commissioning evaluation consultants, negotiating consultancy fees.
- ii. Sending CVs of the consultants to Bread for the World (BftW), Entering into a contract with the consultants.
- iii. Arrange access to the field and logistical support
- iv. Proposing suitable dates for the exercise and agreeing on them with the consultants
- v. Submitting the draft and final evaluation report to BftW, together with a reaction to evaluation conclusions and recommendations and an action plan of implementation of accepted recommendations (BftW will provide inputs and comments to the draft evaluation report, and accept the final evaluation report).
- vi. TCDD will deduct withholding tax from the consultancy fees and remit to the Tanzania Revenue Authority (TRA). This will be in conformity with the prevailing government rates, currently Withholding tax on service is 5% of the professional fee.

Consultants' responsibility

- i. Draft a work plan for the evaluation
- ii. Development and presentation of an inception report and tools
- iii. Conduct all evaluation activities, including desk review, physical/ virtual meetings (while adhering to COVID rules)
- iv. Collect and analyze data
- v. Produce a draft and final evaluation report, including presentation to the Steering Committee meeting.

8. Dissemination of evaluation results

- a) Workshop on the results and lessons learnt of the evaluation
- b) Dissemination of evaluation report to TCDD members
- c) Publication of the summary or report to TCDD websites and its social platforms
- d) Dissemination of the report to partners networks
- e) Dissemination of the evaluation report to LGAs, MPs and the central government officials.

Interested and qualified consultants are invited to send in their proposal, including, technical and financial (complete cost estimate that includes number of days, rate per day and any other ancillary costs to be incurred), and detailed CVs of all involved by 25th April 2022 digitally to ttcdd@yahoo.com, addressed to:

The Executive Director

Tanzania Coalition on Debt and Development (TCDD),

Shaurimoyo Road, Mariam Tower, 7thFloor,

P.O Box 80147,

Dar es Salaam, Tanzania.

Tel: (255) 22-2866866, Mob: 0679612683

E-Mail: ttcdd@yahoo.com; Website: www.ttcdd.org

Annex 1: Recommended table - overview about conclusions, recommendations and lessons learnt

TOR (Chapter)	Evaluation Report (Chapter)	Priority (high/low: 1-3)	Conclusions	Recommendation	Rec. to
				<i>Recommendation 1:</i>	
				<i>Recommendation 2:</i>	
				<i>Recommendation 3:</i>	
				<i>Recommendation 4:</i>	

As the case may be please add additional lines for recommendations

Appendix 2: KII Guide for Executive Director

KEY INFORMANTS INTERVIEW GUIDE: PMAPA EXTERNAL EVALUATION

TCDD STAFF – Executive Director

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a staff member. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

Relevance
<p>1) To what extent are the project plan and its delivery relevant and consistent with the organization priorities and needs? (Relevance to priorities of member organizations and beneficiaries should also be considered)</p> <ul style="list-style-type: none"> • How was the problem determined? • Were the member organizations involved in the project design? If yes, how? <p>2) How did COVID-19 impact the relevance of the projects' objectives, activities, and output?</p> <ul style="list-style-type: none"> • Did COVID-19 affect the implementation of the project? If yes, how? If not, why? • Did the design of the project consider COVID-19? If yes, how? If not, why? <p>3) Did we plan the right thing? Do we do the right thing? To what extent are the activities and outputs consistent with the intended outcomes and impact? Are there differences between the time when the project was designed and today?</p> <ul style="list-style-type: none"> • How did TCDD come up with the PMAPA project? • Who was involved in the project design? • What evidence informed the design of project activities? • How did TCDD develop the evaluation and monitoring matrix for the project? <p>4) To what extent are the objectives of the project still valid?</p>
Coherence
<p>1) To what extent is the project aligned with national plans and strategies?</p> <p>2) To what extent is the project coherent with those of other local actors with similar projects and/or objectives in the region?</p>

Effectiveness
<p>1) To what extent was the project objectives achieved or are likely to be achieved by the end of the project?</p> <p>2) How effective is implementation against planned outputs (include an appraisal of the methods and approaches used)? How effective are the project implementation approaches and strategies? How effective is the project advocacy and policy engagement work?</p> <p>3) What are the short or intermediate-term/ medium term (intended or unintended) outcomes of the project?</p> <p>4) To what extent could the selected target group be reached?</p> <p>5) What were the major factors influencing the achievement or non-achievement of the objectives?</p> <p>6) To what extent did factors such as resources, management, staff and Board's capacity, working relationships within the team and with partners, learning processes such as self-evaluation/appraisal, coordination and exchange with other organizations/related projects influence the effectiveness of the project? Is the management set-up of the project conducive to achieving results and objectives?</p> <p>7) To what extent has the project played its role to actively engage stakeholders?</p> <p>a) What is the added value of the project to the attainment of the organization's Strategic Plan and against other CSOs engaged in similar or related activities in Tanzania?</p> <p>b) Are the beneficiaries and stakeholders satisfied with the project implementation approaches and results? Why? /Why not?</p>
Efficiency
<p>8) How efficient is the project in the use of resources to achieve objectives including the strategies for implementation and approach/es of the project?</p> <p>a) Were activities cost-efficient?</p> <p>b) Were objectives achieved on time?</p> <p>c) Was the project implemented in the most efficient way compared to alternatives? Why? /Why not?</p> <p>d) Did the project face any obstacles (financial, administratively, managerial) and if so, how were they met and to what extent has this affected its efficiency and effectiveness?</p> <p>e) Are the interventions cost-effective in relation to resources (human and financial) and time utilized?</p>
Impact
<p>9) Will the project contribute to the attainment of overall goal? If yes, how? If not, why not?</p> <p>10) What has happened because of the project interventions? (Intended and unintended impacts, equal opportunities for women and men, improvement of social services/ infrastructure, debt management, poverty reduction, cross sectoral impact or other relevant cross-cutting issues).</p> <p>11) What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)</p> <p>12) What changes has the project brought at national and local levels? (changes may be directly or indirectly, positive or negative, intended or unintended, macro or micro)</p>

Sustainability
13) To what extent are the positive impacts or changes of the project likely to continue beyond the end of the project?
14) Which measures are implemented to support sustainability?
15) To what extent will the benefits of the project persist after donor funding ceased?
16) What are the major factors which influenced (positively and negatively) sustainability of the project?
17) How strong is TCDDs advocacy capacity to ensure continued policy engagement with relevant institutions/actors at local, national and international levels? Is there capacity and intent in the member organisations and communities to continue the projects' activities on their own?
18) To what extent is TCDD capable of supporting member organizations to continue positive project changes after end of donor funding?
Lessons Learnt
19) Are there lessons learnt from the implementation of the TCDD project regarding the engagement of communities, constraints, best practices and opportunities?
20) Are there any best practice/s that could be replicated for implementation in other locations?
21) How TCDD has utilized the social accountability initiative to identify and advocate for effective utilization of borrowed funds in Education in the 10 districts?

Do you have any question you would like to ask or clarify?

Is there anything else you would like to add to the issues we have discussed?

Thank you for your time!

Appendix 3: KII Guide for Program Manager

KEY INFORMANTS INTERVIEW GUIDES: PMAPA EXTERNAL EVALUATION

TCDD STAFF – Program Manager

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a staff member. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

i. Introduction
1. What is your role in carrying out the PMAPA Project?
2. Please give the background on how this project was formulated?
ii. TCDD Member Training
3. How did the project identify and engage with TCDD member organizations? How was the training of CSO members training organized?
3.1. How was the CSO member training curriculum developed? How was the training conducted?
3.2. What challenges did the project face in organizing and conducting trainings of CSO members, why? What lessons has the project learn in training CSO members?
3.3. In your opinion, has the training increased the performance of TCDD member on effective lobbying and advocacy for enhanced access and quality of secondary education?
3.4. How do you envisage the management of future trainings/refresher courses after the project has ended?

iii. Support to TCDD members
4. How did you equip and support the TCDD members to enable them to perform better?
4.1. What tools did you provide to TCDD member organizations? In your opinion, were the tools enough and the right ones? Why?
4.2. Please explain how the monitoring and mentoring of TCDD members is done? What challenges has the project faced in supporting TCDD member organizations to perform better?
4.3. How has the project addressed the challenges in 5.2?
iv. Advocacy on national debt and poverty monitoring
5. How has awareness on national debt and poverty monitoring changed throughout the course of the project? Why?
5.1. What could the project do more to increase its success in improving awareness on national debt and poverty monitoring?
5.2. In your opinion, do you think this service will continual after the project ends? Why?
vi. Ownership of project outcomes by partners and stakeholders
6. In your opinion, to what extent has the Project partners and stakeholders gained sense of ownership of the project results/outcomes?
6.1. Has the government supported the enhanced awareness on national debt and poverty monitoring through new plans and strategies? How can this support be enhanced?
6.2. To what extent have TCDD member organizations taken ownership over their role, and improved their performance in identifying and advocating for issues on education within their localities? How can this ownership be enhanced?
6.3. To what extent have the media taken ownership of their role in public debt advocacy at local and national level? How can this ownership be enhanced?
6.4. To what extent has the project/TCDD engaged stakeholders to public debt advocacy at local, regional and international levels? How can this contribution be enhanced?
6.5. How can the project and other stakeholders improve ownership over measured PMAPA outcomes?

Do you have any question you would like to ask or clarify?

Is there anything else you would like to add to the issues we have discussed?

Thank you for your time!

Appendix 4: KII Guide for TCDD Finance Staff

KEY INFORMANTS INTERVIEW GUIDE: PMAPA EXTERNAL EVALUATION

TCDD STAFF – FINANCE STAFF

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a staff member. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

i. Introduction
1. What is your role in carrying out the PMAPA Project?
2. Please give us a background on project budgeting and financial management procedure?
ii. Budget allocation
3. How adequate was the project budget considering the activities being implemented at the national and LGA levels?
4. What is the ratio of direct and indirect costs? Is this ration optimal?
5. Do you have any contributions from other sources? which one if any?
iii. Financial management
6. How is TCDD financial management and reporting process organized?
7. Please give me a brief on total project spending to date when compared against the budget?
8. Are there any challenges that you faced in managing the projects budget? And how did you cope with the challenges?

iv. Value for money

1. Would you say that all funds released for the project activities were used as expected? Explain
2. Is there any other mechanism that should be introduced to ensure that project funds are better used to meet the intended objectives?

Do you have any question you would like to ask or clarify? Is there anything else you would like to add to the issues we have discussed? Thank you for your time!

Appendix 5: KII guide for Trained TCDD CSO member

KEY INFORMANTS INTERVIEW GUIDES: PMAPA EXTERNAL EVALUATION

TRAINED TCDD CSO MEMBER

INTRODUCTION

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza, Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a Representative of TCDD CSO Member organization. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

<p>v. Training on data collection, data analysis and interpretation</p> <p>1. Participating in the training</p> <p>1.1 What is your professional background?</p> <p>1.2 How long you have been working in this organization [TCDD CSO member organization]?</p> <p>1.3 What is your role in the organization?</p> <p>1.4 What training have you received to collect data, conduct analyses and interpretation? When was the training given to you?</p> <p>1.5 Is the training you were provided relevant to prepare you for your job? If yes, how? If no, why? What specific topics were useful?</p> <p>1.6 Has the training improved how you do your work? How?</p> <p>1.7 What additional trainings would you like to undergo to improve your performance (skills and knowledge)? Why?</p>
<p>2. Equipping TCDD members</p> <p>2.1 What tools did you receive from the project/training to assist you in your work?</p> <p>2.2 Do you use the materials you received from the project? If so, how did you use them and what purpose did they serve in your day-to-day work?</p> <p>2.3 Were the tools provided to you sufficient? If not, what other tools would have helped you in collecting data, conducting analyses, and interpreting? Why?</p> <p>2.4 How did the tools impact the performance of your organization in collecting, analysing and interpreting data?</p> <p>2.5 Are there any challenges did you face in effectively using the tools/ methodologies? If yes, which tools and how do you propose such challenges should be addressed?</p>
<p>3. Selection for the training</p> <p>3.1 How were you selected for the training?</p> <p>3.2 Would you consider the way you were selected was participatory and transparent? Explain</p> <p>3.3 Are there any recommendations in selecting other members of your organization that you would consider/suggest? Explain</p> <p>3.4 Are there other people you know whom you think should have been selected? Why?</p>
<p>4. Data collection, Analysis and Interpretation</p> <p>4.1 How did your organization identify issues for advocacy? Explain (probe about when it was conducted, who was involved, the tools used for data collection and analysis, etc)</p> <p>4.2 What issues for advocacy did your organization identify?</p> <p>4.3 What challenges did you face in collecting, analysing, and interpreting data? How did you respond to those challenges?</p>

5. Compilation and submission of a report to TCDD secretariat

5.1 What process was used to compile and submit report to TCDD secretariat? How effective was that process? What improvement would you suggest?

5.2 Did you receive any feedback regarding the report you submitted to TCDD secretariat?

5.3 Do you know how your reports have been used by TCDD secretariat?

5.4 Would you continue writing reports on the status of secondary education after the closure of the project? Why or why not?

6. Sustainability

6.1 Are you happy about your work in collecting, analysing, and interpreting data at the local authority government?

6.2 How do you see yourself and your organization continuing in the next 5 years (after the project has ended)?

6.3 How would you like to improve your poverty monitoring work?

7. Districts Feedbacks Activities

7.1 How would you rate the overall performance of district feedback activities?

7.2 What challenges did you face in providing feedback activities? How did your organization resolve those challenges?

7.3 In your opinion, how can the project/TCDD help improve the working relations between your organization and the local government authority?

7.4 What lessons were learned and what best practices were identified?

Do you have any question you would like to ask or clarify? Is there anything else you would like to add to the issues we have discussed? **Thank you for your time!**

Appendix 6: KII Guide for Local Government Authority – Public Official

KEY INFORMANTS INTERVIEW GUIDE: PMAPA EXTERNAL EVALUATION

Local Government Authority – Public Official

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza, Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a Public Official within a local government authority. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

<p>vi. Introduction</p> <p>8. What is your job position at the local government authority?</p> <p>9. Are you aware of PMAPA Project? If yes, explain</p> <p>10. Please give us a background on how [name of CSO] has engaged with the local government in monitoring the implementation of the national goals for ordinary secondary education?</p>
<p>vii. Relevance</p> <p>11. How is quality of ordinary secondary education aligned with the priorities of the local government?</p> <p>12. How was the local government authority involved in the selection of indicators for monitoring quality of ordinary secondary education in your district? If yes, how?</p>
<p>viii. Coherence</p> <p>13. To what extent is the monitoring of the quality of ordinary secondary education aligned with the local government plans and strategies?</p> <p>14. To what extent is the monitoring of the quality of ordinary secondary education aligned with national plans and strategies?</p>

ix. Effectiveness
15. How adequate was the project budget considering the activities being implemented at the national and LGA levels?
16. What is the ratio of direct and indirect costs? Is this ratio optimal?
17. Do you have any contributions from other sources? Which one if any?
x. Impact
18. What changes have occurred in ordinary secondary education because of TCDD interventions in the local government? Why?
19. Are there other sectors where there was a replication of the lessons from the monitoring of secondary education?
xi. Lesson learned
20. What lessons were learned and what best practices were identified?
21. How were the lessons learned and best practices utilized and scaled up within the local government?

Do you have any question you would like to ask or clarify?

Is there anything else you would like to add to the issues we have discussed?

Thank you for your time!

[Appendix 7: KII guide for Member of Parliament – Budget Parliamentary Committee Member](#)

KEY INFORMANTS INTERVIEW GUIDE: PMAPA EXTERNAL EVALUATION

Member of Parliament – Budget Parliamentary Committee Member

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)”, to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a staff member. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

Relevance

Key Question 1: Was the approach used by TCDD engagement meeting relevant and appropriate within the national context of Tanzania? Was it relevant to address the identified needs/gaps of the national debt issues?

1. How was the TCDD engagement meeting relevant in addressing national debt challenges?
2. To what extent has the TCDD engagement meeting improved the capacities of Budget Parliamentary committee regarding its oversight role over the government?

Key Question 2: What is the extent to which the planned outputs met the needs of the project, and the intended beneficiaries who are the Budget Parliamentary Committee members?

1. To what extent would the oversight achievements of the Budget Parliamentary Committee on national debt be attributed to TCDD engagement meeting? What facilitates or challenges these outcomes?
2. To date what **strengths** have you observed in the engagement meeting?
3. What **challenges** have you observed in the implementation of the knowledge and information attained from the TCDD engagement meeting?

AREA 2: EFFECTIVENESS (Progress/achievements measured against key performance indicators)

Key question 6: To what extent were the outputs achieved? What were the major factors influencing the achievements or non-achievements of the set outputs.

1. To what extent has the outcome/ impact been achieved (when you consider the extent to which capacities created by the engagement meeting have been applied in the work of your committee)?
2. In your opinion what would you say were the major achievements/successes of the TCDD engagement meeting?
3. Explain what aspects of the TCDD engagement meeting were most appreciated by the budget Parliamentary Committee members.

AREA 4: IMPACT AND MAIN ACHIEVEMENTS

Key Question 7: After the TCDD engagement meeting, were there notable improvements on the capacities of the budget parliamentary committee to monitor and advise the government on national debt issues?

1. Has the budget parliamentary committee used the evidence and information presented during the engagement meeting on national debt? *Explain how?*
2. Has the engagement meeting led to generation of information or evidence to support decision making? *(Explain your answer)*
3. To what extent has the engagement meeting provided more accurate and timely information about the status of national debt? Use Rating Scale: 1= To a large extent; 2= To a moderate extent; 3= To a small extent; 4=No change.

AREA 6: SUSTAINABILITY

Key Question 9: To what extent are the achievements of the engagement meeting sustainable? Will it be necessary to have a second engagement meeting for the parliamentary budget committee?

1. Will it be necessary to roll-out a second engagement meeting for the parliamentary budget committee members? If so, explain how?
2. What are the current and future evidence needs for the parliamentary budget committee?
3. Which opportunities for engaging with the CSOs are being opened by parliamentary budget committee?

AREA 8: BEST PRACTICES AND IMPLEMENTATION

Key question 11: What would be the best ways to engage with the budget parliamentary committee regarding national debt monitoring and oversight?

1. What are the best ways to engage members of the budget parliamentary committee on how to monitor and advice the government on national debt issues? How feasible is this?
2. What are the best ways to bring members of parliament and CSOs together around the national debt?
3. What do you consider to be the most needed support by the budget parliamentary committee in improving its capacity to monitor and advice the government on national debt issues? How could this be achieved?
4. What is the most important message that you want us to include in the report?

Is there anything else that you would like to add about any of the topics we have discussed or other areas that we didn't discuss but you think are important?

Closing

Appendix 8: TCDD Steering Committee Member

KEY INFORMANTS INTERVIEW GUIDE: PMAPA EXTERNAL EVALUATION

TCDD Steering Committee Member

Thank you for taking the time to speak with me today. My name is Kapongola Nganyanyuka, an independent evaluation consultant based in Mwanza, Tanzania. Tanzania Coalition on Debt and Development (TCDD) has contracted me to carry out an external evaluation of their project, Poverty Monitoring, Accountability and Policy Advocacy in Tanzania (PMAPA)", to assess the actual and expected changes occurred in the target group and how we can improve in the future. This project aims to improve poverty monitoring, accountability and policy advocacy in Tanzania. Today, I would like to ask you some questions relating to your involvement in the PMAPA project as a TCDD Steering Committee Member. The interview will take approximately 1 hour and 30 minutes. Your views are very important to this assessment, and your responses will be treated confidentially. Your name will not be mentioned in any report that is produced from this information. You can decline to answer any questions and we can stop the interview whenever you wish.

Before we begin, do you have any questions about the purpose of the evaluation or what will happen to the information?

If it is okay, I would like to audio record the interview for note-taking accuracy. The only persons who will have access to the recordings and interview notes is me as I have taken a strict oath of confidentiality.

Do I have your permission to conduct this interview?

QUESTIONS

<p>xii. Introduction</p> <p>22. What is your role in carrying out the PMAPA Project?</p> <p>23. Please give us a background on how [name of CSO] has engaged with the local government monitor the implementation of the national goals for ordinary secondary education?</p>
<p>xiii. Implementation</p> <p>24. How effective were project activities and implementation?</p> <p>25. What are your specific recommendations on improving strategies and project interventions for future programming and/or scale-up?</p> <p>26. Are outcomes sustainable and benefits likely to continue once the project is completed? Why or why not? Is it likely the same impacts could be achieved if the project were implemented in a different setting or on a larger scale?</p> <p>27. Are there spill over effects of these interventions?</p>
<p>xiv. Effectiveness</p> <p>28. What systems have been put in place to cultivate and improve enhanced awareness on national debt and poverty monitoring?</p> <p>29. What are the short or intermediate-term/ medium term (intended) outcomes of the project?</p> <p>30. What are the short or intermediate-term/ medium term (unintended) outcomes of the project?</p>

xv. Impact
31. Are there any short-term or long-term relationships that were made because of TCDD's engagement with the parliamentary budget committee? If yes, which ones? Were these relationships anticipated?
xvi. Challenges
32. Has TCDD/steering committee been sufficiently responsive to shocks (e.g. COVID-19)? What could/should have been done better?
33. What challenges did TCDD/steering committee face during the implementation of the project?
34. How did TCDD/steering committee resolve those challenges?
xvii. Lesson learned
35. From your knowledge are there lessons learned from project implementation and capacity building of the organization?
36. Has the steering committee used lessons learned to inform its decision-making in overseeing TCDD's work? Explain how?

Do you have any question you would like to ask or clarify?

Is there anything else you would like to add to the issues we have discussed?

Thank you for your time!

Appendix 9: Reviewed Documents

EED (2019), Project Application: Proposal for financial support from Bread for the World – Protestant Development Service (BdfW)

TCDD (2021), Annual Narrative Report

TCDD (2020), Baseline Survey Report

TCDD (2020), Audited Financial Statements for June 2020

TCDD (2020) Audited Financial statements for December 2020

TCDD (2021), Annual Performance Report for June 2021

TCDD (2021) Annual Performance Report for December 2021

TCDD (2013), Strategic Plan for 2018 - 2022

TCDD (2020), TCDD MEL Matrix 2019 – 2022

TCDD (2020), TCDD Effect of Chain 2019 - 2022

TCDD (2020), "Hali ya Afya na Elimu na Changamoto zake Nchini Tanzania"

TCDD (2016), Evaluation of the EED-Funded Poverty Reduction Strategy Monitoring and Policy Advocacy Project



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