



Evaluation Summaries

Wealth creation, employment and economic empowerment in Tanzania (Delivering as One – Tanzania)

Quick Facts

Countries: *Tanzania*

Final Evaluation: *July 2011*

Mode of Evaluation: *Independent*

Technical Area: *Employment*

Evaluation Management: *EMP/CEPOL, CO-Dar es Salaam*

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Project Start: *June 2007*

Project End: *June 2011*

Project Code: *URT/08/50/OUF*

Donor: *United Nations Development Programme (US\$2,969,423)*

Keywords: Wealth creation, employment

Background & Context

Summary of the project purpose, logic and structure

In 2007, Tanzania was selected as a pilot country for implementing UN reforms of delivering as One. Subsequently, the UN System selected the relation between Growth and Employment as a priority area for support, including it as UNDAF Outcome 1, making it the object of a Joint Programme under the new operating framework. The design and implementation of the JP1 has followed an incremental trajectory. Following a gradual adjustment process, the programme was effectively set on track between late 2008 and beginning of 2009. In the final revised version

of the results framework, the programme has the following three outcomes:

-Outcome 1 - Institutional capacity strengthened at national level to develop and manage information systems with gender perspective for better policy making in employment and productive activities

-Outcome 2 - National capacities anchored on gender equity created and strengthened to enhance economic functions of the science, technology and innovation system

-Outcome 3 - Increased and equitable opportunities for decent work and livelihoods for men and women promoted through improvement in agro-productivity, product quality and market access in Mtwara and Lindi focusing on selected commodities (cashew nuts, local chicken, simsim and cassava)

The JP1 has been implemented through established mechanisms including: a ONE UN Joint Government-UN Steering Committee (JSC), ; a Joint Programme Working Group (JPWG); ; and a Joint Technical Working Group (JPTWG); ILO has played the role of JP Managing Agent which entailed responsibility for the overall coordination of the programme and consolidation of work-plans, reports and request for funds.

Present situation of project

The JP1 has come to an end on 30th June 2011. Here below a brief outline of implementation status per outcome is presented. Implementation under outcome 1 has been fairly consistent and has progressed well, allowing to achieve a good deal of planned

targets. Implementation under Outcome 2 this outcome has been largely affected by a late start, as UNESCO joined the programme (an STI programme being introduced in the results framework) at a later stage (mid-2008), and the first funds were disbursed only at the end of the year. Implementation of downstream activities (outcome 3) has progressed fairly well in relation to plans and with respect to the different components, although with mixed results in achieving stated targets and producing early impact.

Purpose, scope and clients of the evaluation

The final evaluation of the UN Joint Programme on Wealth creation, Employment and Economic Empowerment in Tanzania has been conducted as an independent activity during June and part of July 2011 by a team composed of an international consultant and a national consultant. The aim of the evaluation, amongst others, is to provide inputs to the development of the United Nations Development Assistance Plan 2011-2015. The evaluation involves the systematic and objective assessment of the entire joint programme design, the implementation of its components and activities by partners, both jointly and individually, and the results achieved since its inception both at national level and in the pilot regions of Mtwara and Lindi.

Methodology of evaluation

The tools used in this evaluation included documentary analysis, data collection and analysis, individual interviews and focus group discussions with key stakeholders. The key analytical framework for collecting and processing the information has been an evaluation matrix, which includes (i) six core evaluation questions, (ii) a number of more specific judgment/analytical criteria for each of them, and (iii) a set of possible indicators and sources of information. The evaluation questions were formulated in the attempt to condense and reflect in a synthetic and coherent tool the initial team's understanding and interpretation of the programme rational and implementation set-up.

Main Findings & Conclusions

Relevance and validity of design: The programme was highly relevant and aligned to the Government's and Donors' priorities, but has suffered at the outset from an uncertain design.

Efficiency and effectiveness of implementation and management mechanisms: The Joint Programme management and implementation set-up has contributed to enhance the value of the support provided (quality of results), but funds allocation and disbursements process have significantly affected smooth implementation.

Effectiveness, achievements and impact /1: The programme has brought a substantial but still initial contribution in introducing or strengthening systems and capacities for improved growth and employment policies.

Effectiveness, achievements and impact /2 : The programme has supported relevant and effective initiatives for enabling employment and income generating opportunities at the local level, but the duration and scope of the intervention have not allowed to generate 'systemic' effects as yet.

Sustainability of results and impact: The programme has made a substantial attempt and obtained mixed results in enhancing ownership, capacities and mainstreaming as basis for the sustainability of introduced systems and practice.

Cross-cutting issues: The programme has successfully mainstreamed gender, environment and youth employment issues across its different areas of activity and through the coordinated work of different agencies.

Main conclusions - The JP1 has constituted altogether a highly relevant and fairly effective intervention. In consideration of the scope and scale of the intervention, combined with the available resources and, most of all, its limited duration, the value of the programme has been more in laying good grounds for follow-up and continued support, rather than in producing a direct substantive impact in terms of

employment generation and access to income opportunities. Effects on institutional transformation processes have been more structural and organic, whereas visible improvements on livelihoods seem more ‘incidental’ and episodic.

Recommendations & Lessons Learned

Main recommendations and follow-up

- Support STI reform until approval of updated policy, integrating the broad range of studies and research conducted by UNESCO in a consistent framework for implementation
- Finalise LMIS tools and manuals until making the systems fully operational and disseminate the industrial survey and further relations with policy making
- Complete institutionalization of CEB process and NCES
- Adjust procedures associated to the joint planning and implementation mechanism as a basis for improved efficiency and effectiveness of future implementation (time-frame for planning, allocation of resources, performance assessment)
- Identify options and opportunities for continuing support in Mtwara and Lindi, enhancing the integration and concentration of activities in key selected strategic areas
- Identify clusters of activities to enhance and structure cross-sectoral linkages in key potential areas; formulate proposals on specific support measures
- Provide substantive on-the-job support to RAS and LGAs staff to operationalize MUCHALI and LMIS
- Continue support to processing capacity on strategic commodities, with a focus on building end-market linkages
- Assess the ECCs profile and current status in order to identify and address major constraints and alternative

options to further their legitimacy and recognition

- Conduct a thorough assessment of supported capacities at LGAs level, in order to identify gaps and major constraints to sustainable capacity building; develop a targeted assistance program.

Important lessons learned

- The existence of a clear and well structured design and implementation framework (durations, resources, participating agencies and partners) at the outset of the programme is a key factor for successful implementation.
- Joint Programming and Implementation mechanisms can be effective and value adding practices, but require adequate resources allocation and monitoring mechanisms.
- Strong potential is associated to cross-sectoral linkages as drivers of integration across different PUNs interventions. This reinforces the importance of a homogenous design and implementation framework
- Strong potential is associated to the introduction of a business development approach, even at community level. It is crucial, in this respect, to provide adequate support in defining appropriate governance mechanisms, and the role of LGAs within a PPP framework-
- The establishment of appropriate institutional capacities – particularly at LGAs level – is the key determinant of sustainable results, and affects the consolidation of upstream linkages.
- Sustainable capacities are more successfully built in line with and as part of the routine work of local officers, and in close relation with the programming and budgeting functions they perform.
- The implementation of a multitude of components and activities during a relatively short period entails a risk of

fragmentation at the local level, which affects the consolidation of results and prospects for integration with the local setting. This, in turn, acts as a constraint to sustainable outcomes and limits effects on mainstreaming and replication, calling into questions the notion of piloting at local level.