



DFID Tanzania

**INDEPENDENT EVALUATION OF THE
ACCOUNTABILITY IN TANZANIA PROGRAMME
(AcT)**

FINAL REPORT

March 2015

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Summary

The Accountability in Tanzania (AcT) programme started in 2009, ‘whose purpose is to increase the responsiveness and accountability of Government in Tanzania, through a strengthened civil society.’¹ AcT awarded its first grants in March 2010. It has evolved from being a 5-year £20 million to a 6-year £31 million programme incorporating a dedicated Climate Change and Environment (CCE) grant window of £4.2 million in 2012.

The main **purpose** of this independent evaluation (as defined in the Terms of Reference) is to explore whether the AcT model can and should be replicated, and what lessons should inform civil society work in Tanzania and elsewhere in future.

The **objectives** of the evaluation are to:

Demonstrate outcomes: Identify the results of the investments made (positive and negative, intended and unintended) on the various stakeholders involved including (a) access to information (b) citizens taking action (c) strengthening the capacity of CSOs in Tanzania; (b) increased accountability and responsiveness of government.

Understand the conditions for success: Identify the conditions for success, the appropriateness and replicability of the theory of change, and whether the model is more effective at delivering results in some areas of empowerment and accountability than in others – in particular comparing the ‘mainstream’ and the ‘climate change and environment’ elements of the programme.

Test the AcT model: Assess the sustainability, effectiveness, and additional benefits of the AcT model in comparison to alternative models of support. The evaluation should identify lessons that can be used to improve the effectiveness of the existing model.²

Data collection for this evaluation was conducted in three ways: firstly via a desk-based literature review, which continued throughout the majority of the data collection phase; a field-visit to Tanzania in November 2015; and the review of a set of specially commissioned reports, intended to speak to key issues as recommended by the MTR and as a resource for the evaluation.³ The inception report stated that half of AcT’s partners would be involved, though in reality 17 of the 25 (68%) active partner organisations were met, through KIIs, FGDs or both.

The **findings** are divided into a number of sections, which correspond to the evaluation questions as follows, with the key findings for that section included:

¹ www.accountability.or.tz

² TOR, pp4-6

³ In reality several of the reports were only made available towards the end of the evaluation, rather than prior to the fieldwork, as planned.

Relevance to Context⁴

AcT effectively identifies and addresses accountability issues, more strongly at local level where partners are located and where they focus, and where such issues are more accessible and easy to influence. There is some evidence of linkage between local and national contexts, within and between projects and partners, though smaller, stand-alone partners are less able to effectively do this.

The AcT's model ensures that contextual issues remain at the fore and that projects are closely reflective of them. AcT works alongside partners to respond to the practical constraints to working with civil society.

Governance and civil society challenges are applicable to all AcT partners; those working in the area of climate change often frame issues differently, as sectoral issues that overlap with broader governance issues.

Capacity Development & Support⁵

Partners' capacities have, in most instances, been improved, sometimes significantly. The smaller, more 'start-up' partners demonstrated the highest level of benefit of AcT's inputs and support.

There is some evidence that partners do have some capacity support needs that AcT is not meeting at the moment, e.g. how to use Outcome Mapping at local level, within a consortium and with boundary partners, and delivery of capacity support has not always been perceived as being as clear or effective as it could be. This is particularly the case in the area of financial management.

There is a limit to the size of the partner portfolio that can be effectively managed by AcT, or programmes emulating the AcT model, with the value coming from the direct interaction and relationships between the PMU, the partners and other stakeholders.

⁴ EQ1: To what extent were the results planned/delivered by AcT an appropriate response to Tanzania's governance & responsiveness challenges? EQ4: How did AcT and its grantees design their projects to respond to their specific contexts?

⁵ EQ7: To what extent was AcT's support to programme partners relevant to their funding and capacity development needs? EQ8: How efficient has the AcT partnership approach been in making funding available and in supporting capacity development? EQ10: To what extent have the programme partners' capacity been sustainably improved?

Delivering Results⁶

AcT is partially achieving outcome level results,⁷ with greater success at local level, and stronger output level results. AcT has managed its results effectively, recognizing the need for, and supplying, a balance of quantitative and qualitative data.

There is strong qualitative evidence that benefit is being realised by AcT's partners as a result. AcT's direct influence is most apparent in the area of civil society strengthening. Strong results are being achieved in the area of media reach and citizen action, but here AcT's contribution is less strong.

Success is dependent on key conditions being evident on both 'sides' of the accountability relationships in the partner projects, and is about the effective interaction of these conditions.

Deeper Benefit, Sustainability & Cost Effectiveness⁸

AcT is likely to contribute to transformational change, but at different levels and scale, though the design of the outcome level indicators is such that some aspects of transformational change that are being, or may be, delivered are not being recorded.

AcT can demonstrate a strong prima facie cost-efficiency argument, including its management fee and the level of output achievement delivered from it. However, there are potential hidden inefficiencies inherent to the AcT model and management approach.

Recommendations

Recommendation 1: Improve Local-National Linkages. AcT, working with partners and also taking a more proactive approach, should look at how results and data from local projects can be more effectively consolidated and channelled to national level. This will involve identifying the points of national level advocacy influence where such local data can be effectively utilised.

Recommendation 2: Improve Synergies with Other DFID Accountability Programmes. Identifying the different organisations' key skills and attributes and what the opportunities are for these to be most effectively combined and leveraged. This will only be in specific, limited areas, such as in shared issues in A&R or at key moments, but offers opportunity for significant additional influence and impact.

Recommendation 3: Review & Extend the TOC Assumptions. AcT's results data should be used to explore the current assumptions in the TOC and demonstrate if, how and to what extent the assumed causal pathways held true, as well as showing differences in different contexts. Then extending the

⁶ EQ3: To what extent were the outcomes of the AcT programme achieved? What was the coverage of the AcT programme in terms of numbers of citizens benefitting?

EQ9: Was the AcT model more effective at achieving results in certain areas of empowerment and accountability than others? What were its limitations?

EQ6: What were the conditions for success? In which context(s) is a similar model of support likely to achieve results? EQ5: How efficient have the log-frame indicators and targets been as a management tool and to provide insight into governance issues in Tanzania?

⁷ Based on 2014 data.

⁸ EQ11: To what extent are the outcomes achieved in phase one likely to contribute to longer term transformational impact? EQ2: What was the cost of delivering the outcomes? Could this have been delivered for less? Could the investment have been used more efficiently?

assumptions to the level of transformational change – also defining and setting expectations for this – will enable the next phase of the programme to be more ambitious and tell a stronger results story, and improve how ACT and its partners understand changes in the wider governance landscape, their role within this, and thus how to better plan and implement with this in mind.

Recommendation 4: Review & Revise the Logframe. This is no longer an adequate representation of the programme. Over-disaggregated indicators can be re-aggregated, and new indicators included that will allow for a wider and deeper understanding of AcT's change. This also requires careful assessment of how the ICF/CCE indicators and projects are factored in, which must be aligned when addressing common areas.

Recommendation 5: Review & Revise the PMP Tool. This is a tool that could present clear data tracked over time of how partners' capacities have changes. A methodology and process, including 'scoring', needs developing that allows a combination of qualitative and quantitative assessment will be a stronger, and more accessible learning tool as well as better presenting a key part of AcT's value externally. Closer involvement of partners in the development and ongoing usage and review will ensure the tool is more fit for purpose, and that it and its results have stronger ownership.

Recommendation 6: Review & Revise the Results Database. An investment in a review of the current results data will help to consolidate this and present AcT's current results narrative. A new database or results management system needs designing prior to the next phase of AcT. This should facilitate both data entry and access, based on the clear identification of the needs of key stakeholders.

Recommendation 7: Recognise Where & How AcT's Value is Realised. This is relevant to the addition of new programme focus areas, to any expansion of the programme (though this is unlikely), or to a replication in another country. Included is what the AcT model is; where its benefit is most clearly realised; how it relates to achieving results in accountability and responsiveness; and the limits of efficiency that managing in this way implies. It also needs to clearly recognise that the fundamental success of AcT comes not from the systems or processes, but the individuals who manage the programme, their understanding of contexts and relationships with partners, and dedication to making the programme work.

Acronyms & Abbreviations

AcT	Accountability in Tanzania programme
A&R	Accountability & Responsiveness
ANSAF	Agricultural Non-State Actors Forum
CCE	Climate Change & Environment
CCM	Chama Cha Mapinduzi
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DFID	Department for International Development
EfG	Equality for Growth
EITI	Extractive Industry Transparency Initiative
FGD	Focus Group Discussion
FCS	Foundation for Civil Society
FMA	Financial Management Assessment
GDP	Gross Domestic Product
HAI	Help Age International
ICAI	Independent Commission on Aid Impact
ICF	International Climate Fund
KII	Key Informant Interview
LGA	Local Government Authority
LHRC	Legal & Human Rights Commission
MDG	Millennium Development Goal
MIT	Massachusetts Institute of Technology
MTR	Mid-Term Review
NCA	Norwegian Church Aid
NGO	Non-Governmental Organisation
OBS	Open Budget Survey
ODI	Overseas Development Institute

OECD	Organisation for Economic Cooperation & Development
OGP	Open Government Partnership
OM	Outcome Mapping
OPR	Output to Purpose Review
PETS	Public Expenditure Tracking Survey
PMP	Progress Markers for Partners
RAG	Red, Amber, Green
RBM	Results-Based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
REM	Results & Engagement Manager
SNV	Netherlands Development Organisation
SOF	Strategic Opportunities Facility
THAT	Tandabui Health Access Tanzania
TFCG	Tanzania Forest Conservation Group
TOC	Theory of Change
TOR	Terms of Reference
TPDC	Tanzania Petroleum Development Corporation
USP	Unique Selling Point
VFM	Value for Money

1 Introduction

1.1 Purpose and Objectives of Evaluation

The main **purpose** of this independent evaluation (as defined in the Terms of Reference) is to explore whether the AcT model can and should be replicated, and what lessons should inform civil society work in Tanzania and elsewhere in future.

The **objectives** of the evaluation are to:

Demonstrate outcomes: Identify the results of the investments made (positive and negative, intended and unintended) on the various stakeholders involved including (a) access to information (b) citizen's taking action (c) strengthening the capacity of CSOs in Tanzania; (b) increased accountability and responsiveness of government.

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Test the AcT model: Assess the sustainability, effectiveness, and additional benefits of the AcT model in comparison to alternative models of support. The evaluation should identify lessons that can be used to improve the effectiveness of the existing model.⁹

The evaluation is structured around a set of eleven **evaluation questions**, which the TOR aligned under four of the OECD-DAC criteria: relevance; efficiency; effectiveness; and sustainability. This framework formed the basis of the Evaluation Matrix for this evaluation, which is included in Annex 1. The report is structured across four sections, which correspond to the evaluation questions as follows. This was done to improve the narrative flow of the report, as well as to group complementary findings together in a way that would be useful:

- **Section 3.1 - Relevance to Context:**
 - EQ1: To what extent were the results planned/delivered by AcT an appropriate response to Tanzania's governance & responsiveness challenges?
 - EQ4: How did AcT and its grantees design their projects to respond to their specific contexts?
- **Section 3.2 - Capacity Development & Support:**
 - EQ7: To what extent was AcT's support to programme partners relevant to their funding and capacity development needs?
 - EQ8: How efficient has the AcT partnership approach been in making funding available and in supporting capacity development?
 - EQ10: To what extent have the programme partners' capacity been sustainably improved?
- **Section 3.3 - Delivering Results:**

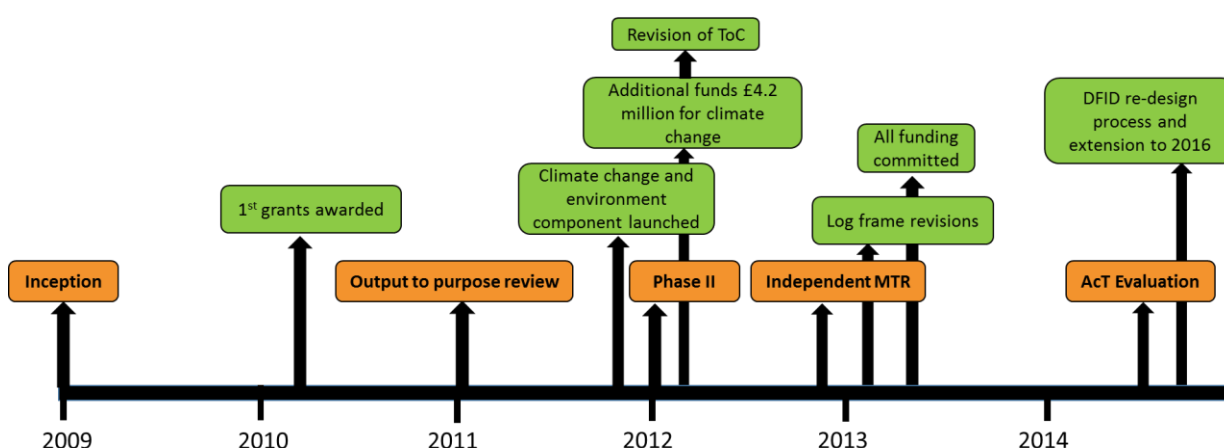
⁹ TOR, pp4-6

- EQ3: To what extent were the outcomes of the AcT programme achieved? What was the coverage of the AcT programme in terms of numbers of citizens benefitting?
- EQ9: Was the AcT model more effective at achieving results in certain areas of empowerment and accountability than others? What were its limitations?
- EQ6: What were the conditions for success? In which context(s) is a similar model of support likely to achieve results?
- EQ5: How efficient have the log-frame indicators and targets been as a management tool and to provide insight into governance issues in Tanzania?
- **Section 3.4 - Deeper Benefit, Sustainability & Cost Effectiveness:**
 - EQ11: To what extent are the outcomes achieved in phase one likely to contribute to longer term transformational impact?
 - EQ2: What was the cost of delivering the outcomes? Could this have been delivered for less? Could the investment have been used more efficiently?
- **Section 4: Conclusions & Recommendations**

1.2 The AcT programme

The Accountability in Tanzania (AcT) programme started in 2009 and awarded its first grants in March 2010. AcT developed a baseline at the beginning of the programme. It has evolved from being a 5-year £20 million to a 6-year £31 million programme incorporating a dedicated Climate Change and Environment (CCE) grant window of £4.2 million in 2012. It was originally managed by a consortium of KPMG as lead with Delta and ODI managing component parts. Over time, it became apparent that the partners required a more ‘comprehensive and engaged approach’¹⁰ that the consortium was not able to offer. Therefore, in 2012, KPMG became the sole management agent and other changes were made to the programme, as outlined below. The following chart demonstrates some of the key moments of AcT’s lifespan:

Chart 1: AcT’s Timeline and Milestone



¹⁰ Introducing the AcT Programme, p5

AcT's 'short-form' **theory of change** (TOC), revised after an output-to-purpose review (OPR) in 2012, is as follows:

“Supporting civil society partners to implement context-specific strategic interventions will enable them to influence positive change in the attitudes and behaviour of citizens, civil society and government, making government as a whole more responsive and accountable”.

AcT's **outcome** is ‘Evidence of increased accountability and responsiveness of government to its citizens through a strengthened civil society.’

Its four outputs are:

1. Enhancing citizen access to information – measured by reach and using the DFID Corporate indicator
2. Strengthening civil society – measured through quantity and description of actions taken by citizens and by grantee organisations and their associates.
3. Partner performance improved – measured through the efficiency of grantees’ systems, their engagement with learning and their capacity to work with political economy analysis
4. Elected representatives’ and civil servants’ engagement with citizens, at local and national level – measured through their participation in processes which would enable them to understand needs and priorities of citizens.

A further phase of AcT has been agreed in principle by DFID, with an interim year being funded before the new phase starts, scheduled for early 2016. It is anticipated that this evaluation will have some influence over the details of how the next phase is implemented, though the major planks and pillars of the programme will be decided and put in place.

2 Methodology

Throughout this report we use the term ‘evaluation’, reflecting the term used in the TOR, and our proposal and inception report. DFID’s Evaluation Policy sets out what an evaluation should demonstrate in order to be classified as such, across the following conditions and criteria:

- **Systematic:** following a pre-determined, replicable and standards-driven process;
- **Objective:** avoiding intentional or unintentional bias in the selection or study of the subject;
- **Independent:** objective and not connected with the intervention under study;
- **Transparent:** results being made publically available;
- **Methodologically robust:** if replicated, similar results would be obtained.¹¹

During the inception period, it was further discussed as to whether the approach and methodology accepted during the procurement process would still constitute an ‘evaluation’ under this criteria. In reality, the work required falls somewhere between a review and more formal evaluation, but additional work has been done to enhance the methodology with a more systematic and transparent process of demonstrating the underlying evidence base.

2.1 Methodological Approach

Data collection for this evaluation was conducted in three ways: firstly via a desk-based literature review, which continued throughout the majority of the data collection phase; a field-visit to Tanzania in November 2015; and the review of a set of specially commissioned reports, intended to speak to key issues as recommended by the MTR and as a resource for the evaluation.¹²

The inception meetings in Tanzania involved speaking to key stakeholders, mainly in DFID and AcT. This was used to clarify the objectives of the assignment and flesh out the schedule for the assignment, for example working with AcT to agree which partners should be visited by the evaluation team. Following on from this, we prepared our inception report, which was influenced by the discussion around the nature of the assignment noted at the start of this section.

2.1.1 Field Visits

Over a two-week period in November 2014, the evaluation team conducted:

- A site visit outside of Dar to Kilwa Masoko:
 - 4 Focus Group Discussions (FGDs) with beneficiary groups, 3 interviews with District Officers;
- Within Dar:
 - Key Informant Interviews (KIIs) with 10 partner organisations.
 - 2 FDGs with AcT partners: (1) Climate change partners; (2) mainstream partners;

¹¹ DFID (2013) *International Development Evaluation Policy*, p5.

¹² In reality several of the reports were only made available towards the end of the evaluation, rather than prior to the fieldwork, as planned.

- 3 interviews with organisations not supported by AcT: one ex-AcT partner, one organisation that applied for AcT funding but was not successful, and two similar civil society programmes funded by DFID.

Templates were developed for the different types of KIIs and FGDs held (see Annex 3). The templates were used as a guide to these semi-structured sessions, to keep the discussion focussed on objectives whilst enabling the flexibility to follow-up on important points. The full list of respondents can be found in Annex 4.

The inception report stated that half of AcT's partners would be involved, though in reality 17 of the 25 (68%) active partner organisations were met, through KIIs, FGDs or both. The sample was not selected randomly but, rather, purposively, in order to cover a breadth of different types of partners. Partners were selected by where they were based, either in Dar es Salaam or Kilwa Masoko, for practical reasons of how far the team should travel in order to make the best use of time. The field visit concluded with 'validation' workshops with both AcT and DFID, to present the early findings of the evaluation, from which AcT sent further documentation to clarify certain points.

2.1.2 Limitations & Challenges

Due to the nature of the Evaluation Questions this assignment was asked to consider, and the nature of the work that AcT undertakes, a strong reliance on the judgements of the evaluation team was inevitable. For example, in assessing whether AcT's support is relevant to partners there is no tool or process of measurement of relevance per se, but rather the reports from and feedback of partners themselves. Methodologically, it is important to demonstrate that these judgements are based on clear evidence, and that in terms of robustness – as the DFID criteria at the start of the section note – that if the methodology were repeated, similar results would be found.

Issues of **bias** were also considered, and methods put in place such as triangulation in order to minimise this, and making sure that leading questions were avoided as far as possible in our KIIs. We also developed methodologies for document review and storage, so that records could be easily reviewed to check our process. This assignment is being Quality Assured by a semi-independent reviewer – a Director of Itad, but not part of the evaluation team.

In order to assess the capacity of partners, the inception report laid out the possibility of developing an organisational capacity assessment tool based on AcT's Progress Markers for Partners (PMPs). This involved the development of a scoring system to capture partners' position across the PMPs, which would be filled in by partners themselves, then validated through a peer-review process. However, upon reviewing this and with the benefit of AcT's input, it became clear this would not be possible to do this, practically in the time available, and conceptually, as it required a longer process of validating the methodology first. Indeed, this type of scoring and analysis is something that AcT raised in the course of the evaluation as something that it may like to explore as a potential tool to track partner capacity changes in future. Therefore, this evaluation explored partner capacities by reviewing documentation such as the PMPs, risk register and partner summaries, and also within FGDs and KIIs. The aim of this approach was to provide a nuanced and in-depth depiction of partner capacity.

3 Findings

This section covers the main findings of the evaluation. It is set out across four subsections: Relevance to Context (Section 3.1); Capacity Development and Support (Section 3.2); Delivering Results (Section 3.3); and finally issues around Deeper Benefit, Sustainability & Cost Effectiveness (Section 3.4).

3.1 Relevance to Context

Summary of Findings

AcT and its partners are effectively identifying and addressing accountability issues. This is understandably stronger at local level where partners are located and where they focus, with political economy analysis informed by relevant, local information sourced from people in their local context, and where such issues are generally more accessible and easier to influence.

AcT's model and mode of support, especially the use of Outcome Mapping and the empowerment of partners to be able to make decisions based on their knowledge of and proximity to context, ensures that contextual issues remain at the fore and that projects are closely reflective of them. AcT works alongside partners to understand the changing nature of the political space over time and respond to some of the practical constraints to working with civil society in a responsive and iterative manner¹³.

Whilst governance and civil society challenges are applicable to all AcT partners, those working in the area of climate change often frame issues differently, as sectoral issues that overlap with broader governance issues.¹⁴ This demonstrates a potential gap in linking and coordinating on key shared issues, but is also an opportunity for the next phase of AcT.

There is some evidence of linkages between local and national contexts, both within and between projects and partners. Smaller, stand-alone partners are less able – in terms of capacity and reach - to effectively do this. A proactive and consistent drive to consolidate local learning into national advocacy, including links with other DFID programmes, was a potential weakness of the last phase that could be addressed in the next, and would foster a positive feedback loop to strengthen partners' work.

AcT's partners effectively understand and address accountability & responsiveness challenges in their contexts, within the framework of the AcT's output focus areas. The main AcT programme was designed and approved before the current requirement in DFID for Business Cases, which are the strategic focus would normally be set out and the problems that the programme is aiming to address. In discussion with one AcT partner as to the context in which AcT was designed, the need being addressed was described by AcT partner NCA as 'an accountability deficit'.¹⁵

¹³ Introducing the AcT Programme, p7

¹⁴ Climate change focus group

¹⁵ Partner interview with NCA.

AcT's overall approach to addressing and improving accountability and responsiveness in Tanzania can be inferred from the elements of the narrative theory of change, and the output areas: it aims to provide targeted, relevant support to carefully selected partners, thereby increasing the strength of these CSOs (output 3), enabling them to effectively implement their own strategies (represented by Outputs 1, 2 & 4 on reach via media¹⁶, improved citizen voice and action, and engagement with authorities¹⁷, respectively).¹⁸

Particularly in the area of civil society strengthening, AcT has set out a further set of issues to the challenges faced: (i) The proliferation of CSO numbers but not quality; (ii) a traditional or static view of what CSOs' role is with citizens; (iii) governance and accountability structures and practices; (iv) donor practices and relations with civil society and CSOs; and (v) effects of staffing and other resources.¹⁹ These points should be seen as reflective not only of the conditions AcT was designed to address at the start, but also the evolved understanding of context over the years of operation, and therefore strongly reflected in future programme and project design.

These challenges are addressed by AcT through its partners and their projects, underlining the importance of partner selection in AcT's TOC and approach. Initial partner selection and programme design was conducted differently to how other similar programmes operate.²⁰ AcT's overall funding and TOC was agreed, and then AcT spent time both advertising for and approaching partners who would it was felt were likely to be able to deliver against this, such as SNV and NCA. Partners often had a weight of existing contextual analysis to bring to and benefit project design,²¹ and also were approached because of their unique characteristics and what added value this could bring to addressing accountability & responsiveness challenges, such as NCA's links to the faith-based NGO community

Understandably there is a stronger focus on local contexts, as this is where the majority of partners are focused, and where such contextual issues are that much easier to 'access' and to influence. For partner such as ANSAF, HAI and FCC, national bodies with local memberships or partners, the linkages between national and local work are more easily made. For stand-alone local organisations, there are no such explicit channels for their work to link to national-level initiatives. AcT has been a useful vehicle to facilitate this e.g. in terms of linking partners around sectors, or around issues, but this is an

¹⁶ Access in Tanzania is regulated by various laws which, in the absence of Freedom of Information legislation, undermine civil society's right to access information and freedom of expression (LHRC 2009).

¹⁷ The legal framework for civil society organizations is restrictive, particularly for advocacy activities. The Non-Governmental Organizations Act of 2002 permits CSOs/NGOs that serve "the public interest," which it defines in terms of welfare and economic development. The government can and has prohibited CSOs/NGOs from undertaking activities that it interprets as primarily "political". Therefore, AcT has responded to some of the practical constraints to working with civil society in a responsive and iterative manner.

¹⁸ Adapted from AcT's narrative TOC, and logframe indicator definitions.

¹⁹ AcT (2014) *Introducing the AcT Programme*, pp3-4.

²⁰ Based on the evaluation team's experience of working on various other civil society programmes in Africa. E.g. HAI conducted 11 community meetings over the 6 month project development phase to inform and improve design.

²¹ E.g. HakiElimu research on the education sector; ANSAF research on the cashew sector; EFG had two academic papers which contributed to the baseline; HAI had ongoing contextual analysis that was strengthened by the AcT partnership. TFGC had an established community forestry management approach that AcT's focus on governance was designed to supplement and complement.

area where there is opportunity to achieve more, both in terms of internal coordination of partners, but also linkages with other accountability programmes.²²

All three organisations that this evaluation visited in the field outside of Dar source information from people on the ground, in their local contexts and are, kept up to date in real time. HakiElimu has a network of 19,000 active Friends of Education and states that, “they communicate once in a while and respond to communications from HakiElimu”²³. The Friends of Education in Kilwa Masoko send letters to HakiElimu and sometimes provide reports, but not on a regular basis. They reported that getting feedback on their progress from HakiElimu is a challenge. Nevertheless, the Friends of Education are an invaluable source of information for HakiElimu. Similarly, LHRC has district level monitors who report on issues and TFCG has a community dashboard, which they use both to consider contextual factors and as a basis for interacting with communities.²⁴ These mechanisms of people on the ground updating the relevant AcT partner appears to be an effective way in which to monitor accountability and responsiveness challenges.

AcT’s promotion of – though not insistence about using²⁵ – Outcome Mapping also strengthened this focus on context, as OM is an explicitly context-facing methodology: the focus on the people that are actually relevant to the context, and understanding their specific behaviours, needs and motivations. The majority of partners did agree on the use of OM, and this has clearly benefitted them and AcT in ensuring this focus on understanding and adapting to context has remained at the fore. The AcT commissioned study on OM reported that OM improved linkages between objectives and results in 16/20 partners; helped 15/20 partner define and deliver results better by a clearer understanding of context; and effective in assisting 19/20 in selecting boundary partners E.g. HAI via OM realised that the police were lacking as boundary partners, which then impacted on the identification of witchcraft and killings as key focus areas.²⁶

The AcT Climate Change and Environment (CCE) grant window was introduced in 2012. AcT explains that many of the governance and civil society challenges in Tanzania are also applicable to partners working on climate change.²⁷ However, AcT also recognizes that, “observed problems are not constructed as governance issues, though interventions such as around community based forest management, land use planning and water source protection, have clear local level governance implications”.²⁸ This is a potential weakness for the programme in missing out on where partners are in fact working on similar issues, a challenge in terms of reporting, and an opportunity in the design of the next phase to ensure that this difference is addressed and that partners from both windows clearly understand how and in what way their work is aligned. This will also link to the above point

²² In one FDG, the 5 partner present agreed that there was opportunity for stronger coordination, though didn’t specify exactly in what area, and also did note that this may be for them to be proactive on as much as for AcT.

²³ Ibid

²⁴ Partner interview with TFCG.

²⁵ BBC MA, for example, decided that OM was not the right methodology for them, on the basis that much data that OM would collect on context they felt they were already collecting via other methods.

²⁶ MacDonald & Miner (2014) *Assessing The Value of Outcome Mapping in Strengthening Act Partners’ Strategy Development, Planning and Monitoring, Learning and Evaluation*, pp1-2.

²⁷ Introducing the AcT Programme, p4

²⁸ Ibid

about stronger advocacy and influence, and for the alignment of the CCE partners and their results to the AcT logframe, and how to structure this, which is considered below in Section 3.3.

Improved synergies between DFID’s major accountability programmes would improve local-national linkages, create a positive feedback loop to partner projects, and lead to more effective overall advocacy and influencing of accountability & responsiveness.²⁹ DFID provides funding for three large programmes which broadly operate in the accountability space in Tanzania: AcT, Twaweza and the Foundation for Civil Society (FCS). Though it is potentially misleading to conceptualise all three programmes as ‘DFID programmes’ – with Twaweza at least strongly defending its identity and independence it was conceded by representatives from all three programmes that there has been a missed opportunity to collaborate more effectively, albeit in selected focused cases.³⁰ It was discussed how it could be useful to play off the relative strengths of each programme, such as Twaweza’s research combined with international visibility; AcT’s innovative way of supporting organisational and strategic development; FCS’s fund management skills, including small grants; and both AcT and FCS’s links to civil society, which Twaweza admits it is weak on. This could help with the challenge of linking, practically and conceptually, the results at local level with those at national level, as well as delivering increased pressure on government which may then be reflected in a ‘positive cycle’ of improving CSOs’ – including AcT’s partners – ability to deliver their projects.

3.2 Capacity Development & Support

Summary of Findings

Partners’ capacity have, in most instances been improved, sometimes significantly. The smaller, more ‘start-up’ partners demonstrated the highest level of benefit of AcT’s inputs and support. The results of this capacity are evidenced in the organisations’ systems and processes, such as in financial management and reporting, but also in how these systems are used to develop a wider funding base, leading to greater sustainability.

The content and process of delivery of capacity support has not always been perceived as being clear or effective. This is particularly the case in the area of financial management, where different interpretations of the guidance have been demonstrated, between different partners and the PMU. Whilst AcT is, on the whole, providing strong support, there is evidence that partners do have some capacity support needs that AcT is not meeting at the moment, namely in how to use Outcome Mapping at local level, within a consortium and with boundary partners.

Due to the intensity of the support that AcT provides, there is also likely to be a limit to the size of partner portfolios that can be effectively managed by AcT. This is an important point in terms of the replicability or expansion of the AcT model.

AcT has a set of criteria for an ideal partner organisation but recognises that partners may not display all of these characteristics at the start and may face challenges during implementation. Working with

²⁹ In other countries such as Nigeria, DFID’s governance programmes are set up to more explicitly address supply (e.g. SPARC) and demand (e.g. SAVI) sides and, in theory, complement one another.

³⁰ Field interviews with senior managers of each organisation.

its partners, AcT offers a range of support which is used to influence and facilitate organisational change and strengthen organisational capacity:

- Appropriate and flexible funding and support to organisations with a “big idea” about how to change the accountability and responsiveness of government;³¹
- Investing in understanding organisations before they become partners, mainly through dialogue on project design logic and a fiduciary risk assessment;³²
- Building organisational capacity in areas such as financial management, governance, accountability, VFM and risk management;³³
- Encouraging organisations to learn systematically: individually and collectively (through learning events);³⁴
- Supporting partners to adopt Outcome Mapping as a tool to help them think about transformational changes in boundary partners, thus reducing the focus on project outputs.

AcT’s willingness to provide support, financial and non-financial³⁵, to partners to help them to meet these standards, or to regain them if there has been slippage, is an extremely important corollary to requiring minimum standards. It is a quid pro quo – AcT recognises its own high standards, but supports partners in their attainment of them. Partners report that this leads to a sense that there is a genuine partnership approach at work, a partnership of different skills and attributes but where these are leveraged fairly and effectively.³⁶

In the case of lapsed partners, there is mixed opinion on the support provided and the way in which the decision to end the partnership was made. An interview with TNRF revealed that AcT provided significant financial and non-financial support, but in the end, the organisation was unable to respond adequately, and admitted that the main fault was their own. On the other hand, an interview with ActionAid showed that this ex-partner felt that more could have been done prior to the termination of the partnership, although AcT’s response is that they had gone through all the available steps. This mixed opinion suggests that the important consideration for the future is to continue to maximise clarity of communication at all stages, and to document what steps are taken and why to foster accountability.

A lot of the support is agreed at the point that the partnership is designed, but the support relationship continues throughout the partnership, and AcT remains open and willing to provide what is deemed

³¹ E.g. AcT heavily funded EfG, over the initial 40% threshold set, as it was felt that their idea was so strategically relevant and this would be a worthwhile investment. FCC another ‘startup’ partner which benefitted from significant capacity support and investment.

³² E.g. SNV’s model was very similar to AcT’s. They call in an enquiry-led approach, which features inclusive devt, context, ownership etc which are all key to AcT’s model. AcT helped them by giving space for grow their projects, allowing a process of dialogue, to define results at a higher level, to innovate etc.

³³ E.g. ANSAF valued the learning in terms of the OD processes, and setting up and using PMPs is very important, and has strengthened the organisation, then linking to the delivery of the higher level results.

³⁴ FCC used the formal learning events to support their development process, and also informal/independent from these e.g. linked up with another partner for help on OM.

³⁵ E.g. support of finance staff time from the PMU, or procurement of consultant resources.

³⁶ E.g. partner interviews with SeaSense, SNV, ANSAF.

necessary to help partners deliver their projects, to scale up, or to help them to re-attain originally agreed standards. This ‘can-do’ attitude to support generally means that it is provided very efficiently. The direct financial costs are often minimised if AcT feels that, for example, PMU staff could provide the support necessary, though this leads to potential indirect inefficiencies as this staff time comes at an opportunity cost to the rest of the programme.³⁷

The smaller, more ‘start-up’ partners demonstrated the highest level of benefit of AcT’s inputs and support. There were examples of partners being effectively built from the ground up, for example EfG, whose benefit from the capacity support was used to expand operations and attract a wider set of funding partners. Another example is ANSAF - between 2006 and 2010 it only had one staff member. AcT then supported the organisation through the development of a new strategy, as well as building Financial Management capacity, and promoted Outcome Mapping as a learning/reporting tool. All of these are still used by ANSAF, so it is unlikely that without AcT support the organisation would have either attracted other funding or delivered results in the same way. AcT’s benefit is not exclusive to smaller organisations however, as larger NGO partners have also been able to leverage additional funding based on some of the key inputs that AcT has delivered to their organisation.³⁸

Nevertheless, **the content and process of delivery of capacity support has not always been perceived as being as clear or effective as it could be.** The due diligence process is extremely detailed, heavily weighted towards financial management. As one partner reported via email: *‘gradually the program shifted from this core competence towards enforcing strict financial management compliance, with limited time to build the necessary financial management and accountability in our local partners. While this strict regime of compliance is good for minimizing financial risk, if not handled wisely – with a long term aim of capacity building – it can jeopardize relationships and paralyze program work.’* Another partner reported that their operations were ‘shut down’ for eight months whilst financial management standards were at issue.³⁹ The tone of this comment was echoed by a small number of other AcT partners. They see the reasoning behind these controls, but see them as being the foremost concern for AcT. This aligns with AcT’s own feedback to us that in terms of risk management, finance is the key area,⁴⁰ though challenged the partners’ interpretation that there was no real ability to discuss this. It is also noted that in AcT’s guidance note on partner financial management, stress is placed on an approach that includes understanding the partner properly; having a meaningful relationship; openness; flexibility; and creation of a learning environment.⁴¹

There are also some areas of the process of due diligence where greater clarity is necessary. At least three partners commented that their belief was that AcT required them to have an in-country board, and one non-funded partner identified this as a ‘deal-breaker’⁴², though our interviews revealed conflicting messages in this area from different partners, some of whom found solutions that others

³⁷ See also Section 3.4 below, which considers efficiency of use of AcT funds and includes a recommendation on identifying where potential efficiencies could be realised.

³⁸ E.g. HAI established a funding relationship with USAID based on their OM approach. Partner interview with HAI.

³⁹ Interview with TFGC.

⁴⁰ From various conversations during the fieldwork, though supported by AcT’s risk manual and procedures.

⁴¹ AcT (2014) Delivering Programme Results Through Flexibility: Building Partners’ Financial Management Capacity, p13

⁴² Interview with IUCN.

reported were not possible⁴³. A review of the wording of the due diligence criteria demonstrates how this conclusion was reached, which seem more explicit than the guidance note aspires to.

There is a difference in perception in this area between the PMU and partners.⁴⁴ AcT stressed that though the financial management aspects were very important, they should also be seen alongside the support that is provided to partners to enable them to attain or maintain the expected standards, at the start and throughout implementation, and evidence presented above supports this. The perceptions of partners clearly are, in some cases, different to those from the programme managers. Differences of perception can sometimes be important, and so this is a valuable area to review with partners before the commencement of the next phase

While AcT is in general providing strong support, there is evidence that partners do have some areas of capacity support needs that AcT is not meeting at the moment. In particular, there were several requests for further support on how to better use OM with local partners and communities, also recognised in the MacDonald & Miner (2014) study on OM commissioned by AcT. Other partners discussed the amount of time it took them to take on OM as a tool, requiring them to ‘do business differently’⁴⁵, and that as consortium bodies, it would be useful if the support could be more tailored to the fact that they have their own partners who could also benefit from the training.⁴⁶ This was echoed by other partners who talked about the value in trying to get OM training as far down towards and within communities as possible, to help with both data gathering and better analysis of local contexts and results.⁴⁷ This is an area where AcT could leverage the growing expertise of its partner corpus, which could be both efficient and also promote civil society strengthening and sustainability. Indeed, there were selected examples of this happening, but from partners’ own instigation, and it might be that AcT’s support in facilitating links at least could be very valuable.

Overall the AcT model of capacity support – while largely effective – does place a limit on the number of partners that can effectively be managed in this way. AcT’s approach to capacity support and development is in line with an ICAI (2013) report, which examines how DFID funds its empowerment and accountability programmes⁴⁸ and recommends that ‘DFID’s support for CSO advocacy and influencing at the national level should be more targeted, with smaller portfolios, longer partnerships and more tailored capacity-building support.’⁴⁹ The evidence from this evaluation supports this, though what this suggests, in terms of the replicability or expansion of the AcT model, is that there is likely to be a limit to the size of partner portfolios that can be effectively managed in this way. This does not appear to be a question just of calculating, say, funding to staffing ratios, as there are less quantifiable elements such as the relationships between PMU staff and partners that

⁴³ E.g. NCA were able to negotiate a ‘quasi-national board’, which IUCN claimed they were unable to do.

⁴⁴ Several conversations with AcT PMU.

⁴⁵ Interview with REPOA.

⁴⁶ E.g. interviews with ANSAF and FCC.

⁴⁷ E.g. interviews with HAI, SNV and NCA.

⁴⁸ Noting that AcT is technically an accountability & responsiveness programme, though as an aside it seems that empowerment is something that AcT delivers, though doesn’t record.

⁴⁹ ICAI (2013) DFID’s Empowerment and Accountability Programming in Ghana and Malawi.

<http://icai.independent.gov.uk/reports/dfids-empowerment-accountability-programming-ghana-malawi/>

are crucial to this, that a larger portfolio, or a similarly sized portfolio in a different context, would put at risk.⁵⁰

In terms of assessing capacity support, the use of Progress Markers for Partners (PMP) is a key element of the AcT model. Indeed, there is a lot of potential to make better use of it to track trends and inform decision-making around the types and timing of support. Partner capacity is monitored through the use of the Progress Markers for Partners, which cover 12 different areas from governance, to VFM and learning. Capacity support to partners is a crucial element of the AcT model and TOC, as this is how partners are able to implement their own strategies more effectively to address and improve accountability and responsiveness. The PMPs matrix is helpful to AcT and partners as it provides:

- A structure to dialogue with partners
- Common criteria for REMs to assess and note against
- For positive and backward movements to be recorded.
- A record throughout the partnership.
- Risk assessment of a series of finance related characteristics.

The content of the PMP tool was assessed by the evaluation team against other internationally recognised tools⁵¹, and was found to be comparable. However, the PMP matrix does not provide a quick overview or summary of partner capacities over time, as it contains detailed qualitative information rather than summaries, scores or using a traffic light systems. This limits the tool to being a way of structuring the engagement, rather than one that can also be used to systematically review and track improvements over time with partners.

An investment in re-designing how the PMP tool is constructed and used would be very valuable, both in having a way to 'score' partners more clearly and also in terms of having partners actively engaged in all stages of its design and usage. For example, proxy scores could be included, based on partners' demonstration of characteristics across the range different levels from 'don't like to see' to 'love to see'. This would also require a regular data collection schedule, but the result would be a clearer process of capturing and presenting organisational capacity change and development, as well as being able to track trends more accurately over time which would enable more effective decision-making as a result.

3.3 Delivering Results

This section covers a number of different areas related to AcT's results. It starts by considering the level of achievement of results, and at what level these results are being achieved. It then goes on to consider the differing levels of achievement for different areas of accountability and responsiveness, followed by a section looking at achievement in different sectors.

⁵⁰ This seemed to be key from our fieldwork, being key not just to the flexible approach to programme management, but to the level of understanding of organisations that enables this to be done effectively. Noted also in the section below on conditions for success.

⁵¹ See www.mckinsey.com/ocat

This is followed by a consideration of how AcT's logframe and indicators enable or constrain their capturing of results, and the final sub-section looks at the conditions for success in relation to AcT's results. It is also worth noting that the evaluation was using the results data based primarily on 2014 data, with some more recent qualitative findings from interim reports.

Summary of Findings

AcT is partially achieving outcome level results, with greater success at local level, and stronger output level results. As AcT states, there are nearly double the number of final outcomes reached at the district and regional level (28) as compared to the national level (15) - and there is significant qualitative evidence that there is benefit being realised by AcT's partners as a result of these outcomes.

AcT's direct influence is most apparent in the area of civil society strengthening, where clear results are being achieved as framed by the indicator. Strong results are being achieved in the area of media reach and citizen action, but here AcT's contribution is less evident or direct.

AcT has managed its results effectively, recognizing the need for, and supplying, a balance of quantitative and qualitative data which gives a clear overall picture of what changes are being delivered, and how.

Evidence demonstrates that success is dependent on key conditions at least being evident on both 'sides' of the accountability relationships in the partner projects, but is more about the effective interaction of these conditions e.g. the need for leadership within partners and government; and that success in future, or in a similar programme, would need to pay attention to this interaction in design and throughout implementation.

AcT is partially achieving outcome level results, with greater success at local level, and stronger output level results. As the latest Annual Review (2014) indicates, at outcome level AcT is partially achieving against its targets, with higher levels of achievement at the local level than at national level.⁵² It was noted both that the decentralised nature of governance in Tanzania means that many more results will be achieved at local level, but also that there is a need for a 'critical mass' of local action to build up before national level results can be delivered.⁵³ It was also suggested that the kind of direct interaction and influence at national level that can galvanise more direct change is the preserve only of the largest organisations, of which there are only a small number in AcT's portfolio. NCA noted that they are effective at the type of national level dialogue and interaction, such as demonstrated around their work publicising 'The \$1bn Question' report⁵⁴, prepared jointly with other faith-based

⁵² Annual Review, p21-22. Civil servants at local level have the highest proportion of results at final outcome level (65% of reported results), followed by national level civil servants (51%), then MPs (35%), then councillors (25%).

⁵³ Email feedback from SNV.

⁵⁴ <http://www.cmi.no/file/2751.pdf>

organisations in Tanzania, but that they are in some cases more effective at delivering ‘results’ per se at local level, such as identifying misuses of funds.⁵⁵

Stronger local level achievement is inevitable for a programme like AcT, both for the reasons above, but also because the majority of partners are locally-focused, and because national-level change is inherently harder to achieve, therefore taking longer. **There would be strong value for AcT and its partners to examine the assumptions that underpin the change process inherent in its theory of change, and explore, based on programme evidence, to what extent achievement at different output level has an effect on outcome level achievement.**

The indicator on reach, Output 1, is a good example of this. This relates to reach via media, though is defined as ‘people supported to have choice and control over their own development measured by total numbers reached through media and other outreach activities’⁵⁶; in other words there is an explicit link made between reach and benefit, though choice and control themselves are not measured explicitly e.g. via proxy indicators, so there is another assumption here to be tested. The wider TOC consideration is to what extent this high level of reach can be linked to outcome achievement (noting that there is no strong correlation at present, though accepting possible time-lag), whether contribution needs to be considered across all the outputs, or if in fact contribution needs to go even wider than this still.⁵⁷

How AcT contributes to outcome levels changes can be inferred from its TOC: the selection of and support to partners to help them to implement their own strategies, which then lead to changes at outcome level in terms of accountability and responsiveness. The level of contribution therefore varies according to the partner and the level of support that is provided, leading to the level of effect this has on implementation of the partner’s strategy.

To take two examples: EfG, which was a ‘startup’ organisation where AcT provided nearly 100% of funding at the start of the partnership, and built the organisation’s internal systems and processes from almost nothing, is an case where the level of contribution that AcT can claim to the results presented is significant.⁵⁸ ANSAF is a much larger organisation, with its own network of partner across Tanzania. AcT now funds around 30% of the organisation, though this has been higher in the past. Though ANSAF noted that it would be hard to identify results which are ‘AcT-specific’, which is consistent with the way AcT works, it suggested that AcT’s influence on the organisation’s development was of a greater value than the level of funding would suggest.⁵⁹

There is strong qualitative evidence that there is benefit being realised by AcT’s partners,⁶⁰ caveating this again that these are results that the partners are achieving using funding from all of their funding partners, again reducing the contribution AcT can claim, but variable according to the partnership in

⁵⁵ Interview with NCA.

⁵⁶ AcT internal document defining indicators.

⁵⁷ HAI talked about using local level results to support national level advocacy (Interview with HAI), though there is another step from this to the ‘decision’ that would be recorded at an outcome-level result.

⁵⁸ EfG has since widened its funding base, so the level of contribution will have reduced. (Interview with EfG.)

⁵⁹ Interview with ANSAF.

⁶⁰ The nuance here being that quantitatively the evidence, at outcome level, is not so strong according to 2014 data.

question. The ‘Documenting AcT Results’ report comments that ‘a purely quantitative comparison conceals the great variability in the significance of outcomes’.⁶¹

Areas of Accountability & Responsiveness

AcT’s direct influence is most apparent in the area of civil society strengthening. Strong results are being achieved in the area of media reach and citizen action, but here AcT’s contribution is less strong or direct. AcT doesn’t define accountability &/or responsiveness, though this can be inferred from the outcome which records decisions of elected and appointed officials, based on civil society action, as set out by the indicator representing this.⁶² AcT’s TOC sets things out more widely, with the four output areas and the assumptions that govern how change happens between the different levels of stages of the results chain. These could be inferred to be ‘areas of accountability & responsiveness’, though it is also valid to consider these output level elements as ‘steps towards’ or necessary but not sufficient components of improved accountability. For the purposes of this evaluation, these will be considered as areas of accountability.

This is a question of trade-off. A programme managed in this way, with partners given a high degree of autonomy to choose how to operate also includes a lesser degree of control and influence over results, at least in the direct sense. This also accords with international research and debate which suggests that empowered local agents able to decide how best to implement their strategies deliver stronger results.⁶³ The evidence from this evaluation suggests that this is particularly true of the AcT programme, where the management approach emphasises and exemplifies the empowerment of partners to choose how to implement, with the reporting burden largely borne by the PMU and the level of control over results less than in other similar programmes.⁶⁴

It is also noted that DFID is minded to include corruption as a specific focus area in the next phase of AcT. AcT is already set up in a way to effectively address corruption and indeed can already demonstrate results in this area such as results concerning oversight or prioritisation of public spending, the use of financial measures in natural resource governance, or direct gain to citizens.⁶⁵ As Smith and Tukai (2014) explain:

“Programmes focusing on empowerment, accountability, responsiveness and so on, often implicitly see ‘corruption’ or putting right the misuse of funds as a priority area. AcT’s conceptualisation of Governance is a lot broader and more complex than that, but government money is a good window for starting to look at the kinds of things AcT partners have achieved” (Documenting AcT Results, p4).

There is an understandable focus on this across DFID at present after ICAI’s robust analysis of DFID’s work in this area, but a narrow and/or explicit focus moves AcT away from its approach, which has

⁶¹ Smith & Tukai (2014)

⁶² Internal AcT document defining indicators.

⁶³ For example: ‘To really address the problem means creating space to understand and engage with local context and having the freedom (and capability) to design flexible and adaptive programmes.’

<http://oxfamblogs.org/fp2p/dfid-is-changing-its-approach-to-better-address-the-underlying-causes-of-poverty-and-conflict-can-it-work-guest-post-from-tom-wingfield-and-pete-vowles/>

⁶⁴ Based on the experience of the evaluation team of other E&A programmes, such as Tilitonse, STAR-Ghana and ENCIS.

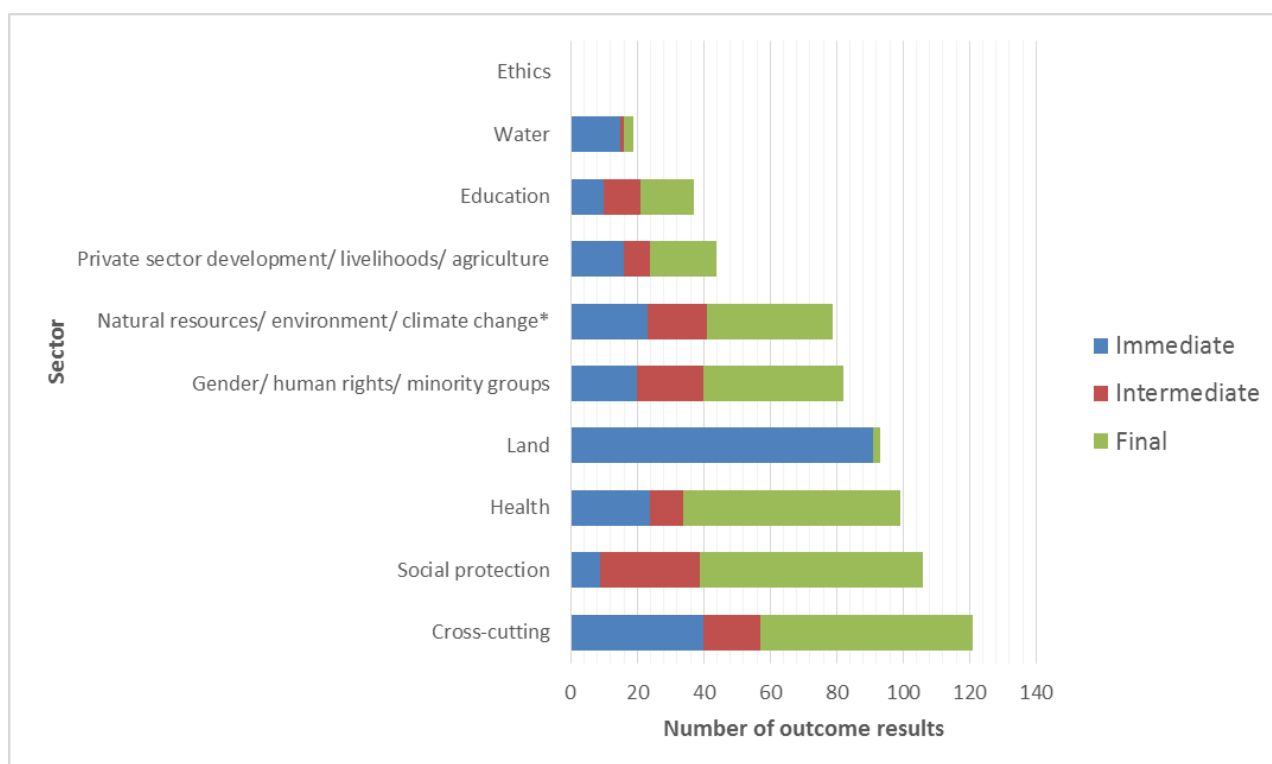
⁶⁵ Smith, R and Tukai, R (2014) Documenting AcT Results, p5-11

proven successful, in addressing the underlying conditions that cause issues like corruption to exist (albeit whilst still engaging on certain specific issues which are more explicitly about corruption). There is also the risk that making the programme more explicitly political could have a knock-on effect to further closing down space that partners have successfully cultivated so far.

Sectoral Results

The evaluation used ACT’s results database, and the sectoral classification that the programme uses in its recording of results to present the following analysis. This sets out the different levels of outcome level results – from ‘immediate’ to ‘final’ – in each of the sectors, in the last year.

Chart 2: Total ACT Outcome-Level Results per Sector (2013-14)



Source: Itad. Based on the coding of outcome level results from the 2013/14 results spreadsheet.

The highest number of outcomes in 2013/14 are in the ‘cross-cutting’⁶⁶ and social protection sectors, both with over 100 results. The health and land sectors also record many results (99 and 92, respectively), but almost all of the land results are immediate outcomes, rather than intermediate or final ones. Most other sectors show a high proportion of final outcomes, in comparison to immediate and intermediate outcomes, with the exceptions of the land and water sectors.

It would be expected that the areas where there are higher numbers of final decisions being recorded there would be a stronger contribution to transformational change, and vice versa. If, as recommended above, ACT focuses on assessing both the assumption of the theories of change, and extend this to the level of ‘transformational change’ (see Section 3.4), then it will be possible to assess

⁶⁶ Undefined by ACT

whether this holds true. Also, given that a high number of decisions are recorded in the ‘cross-cutting’ category, it would be better to define this category more clearly, and then analyse how cross cutting results link with other sectoral results to deliver change.

AcT’s Logframe

AcT has managed its results effectively, recognizing the need for, and supplying, a balance of quantitative and qualitative data which gives a clear overall picture of what changes are being delivered, and how. AcT’s logframe indicators have been specifically designed to include both quantitative and qualitative elements. The numbers sit within the logframe and the qualitative data sits ‘behind’ the logframe i.e. is set out in longer form, but not included in the logframe itself. Under the framework of the current logframe, AcT has managed this data effectively: it uses the data well in both its ‘downwards’ and ‘upwards’ accountability (with partners⁶⁷, and with DFID respectively), and it clearly informs how the Annual Review is prepared.

AcT’s Mid-Term Review (MTR) recognised that the logframe probably needed revision, but advised against it on balance, for practical reasons at the time. Because of the interim year between the next phase of operation, there is both time to revise the logframe, minimal disruption to current partners, and maximal benefit to the future programme in terms of better fitting the logframe to how AcT and its partners operate and deliver results. The following considerations should be considered in this process:

- There is over-disaggregation at outcome level, having four indicators that collect data on decisions in four different aspects of government, each with three levels of decision. It is hard to see, for example, the real benefit of understanding the difference between elected and appointed officials. One indicator each for local and national decisions would be adequate.⁶⁸
- The defining of the outcome indicators as being ‘as a result of strengthened civil society’⁶⁹ is limiting and unnecessary, and can be removed. Strengthened civil society accords with AcT’s TOC and is one of the contributory factors, but there are many more, and even the TOC goes wider than this e.g. by including access to information at output level.
- The ICF outcome indicator needs review, in content and structure. Overall ability of people to cope with climate change should be an impact indicator. At outcome level, AcT & DFID should review whether a standalone indicator is required, given that the ‘mainstream’ and CCE partners operate in the same way, and that CCE targets are already included in indicators 1-4. If an ICF-specific indicator is needed, this should be clear and specific to an outcome that the CCE partners are working towards.
- Output 4 should be reworded, as engaging with officials is not really synonymous with changed behaviour, this actually being another way of describing the outcome. ‘Engagement’ is an appropriate label for this, and aligns with AcT’s TOC. Again, one indicator each for local and national is adequate.

⁶⁷ All partners are given the logframe when their partnerships commence, though it’s not clear how far the logframe itself is used in ongoing partner discussions, rather than the general result that are contained in other monitoring documents such as the PMP matrix, ‘Annex H’, the OM report, and general partner reports.

⁶⁸ See Section 3.4 on transformative change, where it is suggested that changing structures of governance are a potential target for recording change.

⁶⁹ AcT internal document defining indicators.

It was noted that in the MacDonald & Miner (2014) report on OM it was suggested that AcT should do more to reflect OM in the logframe. Though the spirit of this seems clear – to reflect what is a significant part of what AcT delivers - the practical basis for this may not be so clear. OM ‘results’ are already strongly influential of the qualitative elements of the logframe indicators, and under Output 3 on civil society strengthening, four out of five indicators stem from the PMP matrix, which is itself built, at least partially, on OM principles.⁷⁰ Including OM in the logframe would also then be detrimental to those organisations who do not choose to adopt this as a methodology, so it is adequate as it stands.

The TOR posed the question as to how useful the logframe indicators are for understanding accountability issues in Tanzania. In the management of AcT, insight does not come from indicators, but in how the whole body of evidence that the programme collects is used by both the programme team and the partners to understand their contexts, and relevant issues. In fact, it is the strength of the management approach of the PMU that is the key factor, and the logframe indicator provide a necessary but not sufficient basis on which deeper knowledge and understanding are employed.

The results database has not been used to its full potential. Discussions with the PMU during the evaluation covered how this could be achieved, and the resources needed to do this. The Smith & Tukai (2014) study has made a very useful start to this, but it also illustrates the wide variety of results and data that AcT is generating, and the challenge there is in managing it, pointing out that the database has over two thousand results listed in the database with some results containing a number of sub-results, and more results being generated continuously, and a challenge of equivalence between results listed at the same level.

This weight of results data offers significant potential for understanding and presenting how AcT delivers change across its different contexts and focus areas. But this also presents a consideration of what costs are required to do this, and what benefit will be realised from this. This evaluation was not able to explore this fully, and it is suggested that AcT and DFID together should explore this during the interim year and agree on the optimum cost-benefit balance, and then allocate resources on this basis.

Conditions for Success

Evidence demonstrates that success is dependent on key conditions at least being evident on both ‘sides’ of the accountability relationships in the partner projects, but is more about the *effective interaction of these conditions*. What stand-alone external conditions there are can often be at such a high level as to be somewhat self-evident and therefore not very useful: for example, NGOs and CSOs need to be able to operate relatively freely.⁷¹ The key conditions of success, and which echo points made elsewhere in this evaluation, include the following:

AcT’s success is reported by nearly all partners as being based on its willingness to be flexible, in both approach and to how resources are then deployed and used. For partners this is experienced as “partner-centred” engagement, where they have significant discretion on how to implement their work, so much so that many took time to actually get used to this, and to not being directed by their donor. The only area/areas where flexibility is more limited is around the high-risk points, primarily

⁷⁰ Using the terminology of ‘like to see’ etc.

⁷¹ Civil society space is pressurised in Tanzania, which reduces the ability of CSOs to engage, but they are able to function and operate freely.

financial management, but also delivering results. But partners are aware of these ‘red lines’ and if and when issues arise are usually involved in a similarly empowering way in the process of agreeing remedy.⁷²

Within this mode of flexible support is, both implicitly and explicitly, the central focus on understanding and reacting to context. This is demonstrated in the model that AcT employs, of carefully partner selection and iterative project design, and the tools AcT encourages partner to use – Outcome Mapping – in which the focus on actors and their behaviour change is a clear manifestation of contextual specificity in implementation, supported by AcT’s empowerment of partners to choose how to address this, within the wide scope that the TOC allows for.

It also is embodied in the promotion of reflective practice, which again links to things being both partner-centred and empowering. Partners commented that after they have completed their OM reporting for AcT, in the review meetings they are asked ‘what is this telling you?’ pushing partners to really engage with what they are writing and thinking about what it means in practice. As well as its inherently empowering process, what this means is that OM is that much more beneficial, as partners engage and own the analysis meaningfully, so that it becomes core to how they work rather than just a way to feed donor requirements.⁷³

AcT offers a lot, but also, especially in the early stages of engagement when partners are going through the due diligence process, demands a lot too. Partners largely report that this is positively weighted, but the receptivity of the organisation to AcT, and the specific tools that it promotes was a significant catalyst to how effective this was. This was more pronounced in the smaller organisations, who have more to gain and less to lose by taking on such things in a more wholesale manner, but is still evident in the larger partners also e.g. NCA, SNV and HAI have all become OM champions⁷⁴ within their global structures. AcT’s consultants who completed the recent study on OM also noted receptivity of partners as a key success factor.⁷⁵ Underlying these is the importance of relationships, as the partners’ receptivity and willingness to take on board what AcT offers, and its criticism, is that much more effective in the context of a positive, respectful relationship between the two parties.

The studies that AcT commissioned in 2014 were at least partly intended to try to uncover some of the underlying conditions for success, be that in the area of using the media⁷⁶, understanding what motivates citizen action,⁷⁷ or looking at the effectiveness of specific networks and groups.⁷⁸ These studies confirm the points above, but also confirm that the approach of AcT is appropriate to

⁷² This reflects points made in Section 3.2.

⁷³ HAI hold six-monthly reflection sessions with partners and communities to review progress and re-strategize. SNV talked about this reflective, empowering approach in the Quarterly Review meetings, as did NCA, HAI and others.

⁷⁴ Examples of external champions include the women from the local market council who support EfG’s work and who the evaluation team interviewed; SNV talked about bringing local councillors ‘on-side’ to their projects, the result being that they have started to agitate to higher levels of government for their own rights.

⁷⁵ McDonal & Miner (2014), *ibid*.

⁷⁶ Rioba & Kilian (2014) *Impact of Media Strategies by Six Civil Society Organisations in Tanzania*.

⁷⁷ HakiElimu (2014) *Citizen’s Actions Foster Sustainable Change in Education and Development: The Case of Friends of Education in Tanzania*.

⁷⁸ Mulongo & Njeri (2014) *An Assessment of Older People’s Structures’ Working Linkages and Networking in Order to Influence Results*.

addressing such a complex context and change dynamic. Solutions derive, the studies suggest, from an ongoing and shifting combination of factors, internal and external, and the key is not so much in trying to pin down what these are, but is more about being aware of the range of factors and being active in reviewing and assessing context and implementation, and adapting to fit changing circumstances.

Learning

AcT has an integrated approach to learning, generating and disseminating knowledge through the promotion of Individual and shared learning. AcT facilitates learning events, and also supports and funds learning across the portfolio via the grants and the two associated Funds which have been used, for example, for funding the five studies that were reviewed as part of this evaluation, the intention being to benefit both the individual partners, but also the whole programme and indeed the wider development arena.

AcT's network is a strong basis for partner learning, but the tendency towards partner-driven learning is a potential weakness. In interviews, partners valued the learning events, and identified a number of 'spin-off' activities that had happened as a result⁷⁹ (though these were often self-initiated). Several partners commented that they would see value in there being a more proactive role from AcT in getting partners together, though others questioned whether this is AcT's responsibility or, rather, the partners'.⁸⁰

Though both positions have validity, that AcT does not do training and learning by rote and that partners are independent and empowered to facilitate their own learning⁸¹, at the same time AcT is a valuable, cohering framework that has convening power with the partners, and this should be utilised as effectively as possible. **A more proactive approach by AcT in this area should be tested, linking this also to stronger local-national linkages and advocacy.**

In terms of the more external learning, AcT is active, and the Programme Director in particular regularly produces papers and think-pieces, on OM and other areas of AcT, which feed into international learning events and networks, and receive wide attention.⁸² Whilst this is valuable, it is important that it doesn't detract from or overtake the need to ensure that internal programme learning happens as effectively as it can. This is not to say that the two areas are either mutually exclusive, or indeed do not benefit each other – they do – but just to be cognisant that the level of international attention to learning from AcT is matched by the depth of learning in partner contexts.

⁷⁹ E.g. FCC linked with partners to look at OM. NCA reported having three AcT partner meetings in the space of a week.

⁸⁰ This links to the point noted below about sector classifications, as one partner mooted as to whether this would be a way to facilitate more specific partner learning and interaction.

⁸¹ Examples of this happening include Mjumita groups organising a 'roadshow' to link to more communities,

⁸² E.g. one recent paper on OM prepared for an international workshop on the topic has since been downloaded over 700 times.

3.4 Deeper Benefit, Sustainability & Cost Effectiveness

This section considers issues around what the longer-term benefits of the programme are likely to be – transformational change, in the words of the TOR – but also covering sustainability. Consideration is also given to the issue of cost-efficiency, though this is not a full VFM assessment.

Summary of Findings

AcT and its partners' work is likely to contribute to transformational change, but the scale of this will vary according to the partner's size, scope and capacity. There is less evidence of a collective contribution to change, though such aggregation would be difficult to do robustly.

The design of the outcome level indicators is such that some aspects of transformational change that are being delivered are not being recorded, such as in how structures of governance are changing. This reflects that transformational change itself sits 'between' the outcome and impact levels of AcT's results chain.

AcT can demonstrate a strong prima facie cost-efficiency argument, including its management fee and the level of output achievement delivered from it. However, there are potential hidden inefficiencies inherent to the AcT model and management approach – perhaps opportunity cost considerations rather than 'pure' inefficiencies⁸³ that could benefit the next phase by identifying and addressing.

This section responds to the TOR and Evaluation Question which asks about AcT's contribution to transformational change. 'Transformational change' is not a concept which is defined for or by AcT, nor is it well articulated by DFID. Recent reference to the concept was made in the 2014 ICAI review of DFID's private sector work. Words used alongside the phrase provide some indication of the type of change envisaged: long-lasting; sustainable; systemic.⁸⁴

AcT's results chain implies that transformational change can be measured by the impact level results: progress towards the MDGs; participation and human rights; and strength of voice and accountability. There is quite a significant gap between AcT and its partners' work and these indicators, so that only the loosest level of contribution can be claimed. This is not a fault of the programme but of how logframes are designed. There is though a level between outcome and impact which would represent real transformational change that the programme could claim a stronger level of contribution i.e. more directly related to the results and decisions that are being recorded at outcome.

⁸³ For example the strong support provided both to programme results and financial management are valid and necessary, but the opportunity cost is what isn't being done because of the time and resources being used in this way.

⁸⁴ ICAI (2014) *DFID's Private Sector Work*. <http://icai.independent.gov.uk/wp-content/uploads/2014/05/ICAI-PSD-report-FINAL.pdf>. It could be argued, for example, that some of the changes to partner capacity have been inherently transformative to the organisation, but the 'transformational change' here is focused on the results of partner action.

The design of the outcome level indicators is such that some aspects of transformational change that are being delivered are not being recorded.⁸⁵ The focus exclusively on decisions means, to take an example, that changes to the *structures* of government are not captured, despite these potentially being significant and highly transformative.⁸⁶ This would also be an example of a transformational change that sits between the outcome and impact levels.

As one partner stated, they see ‘hopeful signs of results, which indicate a positive *movement towards* transformational change’⁸⁷ which the evidence in this evaluation supports. AcT’s narrative TOC, however, only goes up to outcome level i.e. there is no specific consideration of higher level change or the pathways of change dictating how it might be achieved.⁸⁸ **There is value in AcT explicitly setting out what types or examples of transformational change they expect to see, to review the results chain and TOC to look at adding in these higher levels and the assumptions between them.** This would strongly set up the next phase of the programme to be able to set out a more comprehensive results narrative and contribution story, which will be useful for both internal and external learning.

Cost-Effectiveness & Efficiency

This section considers two questions from the TOR: what the costs were of achieving AcT’s outcomes, and whether these funds could have been used more efficiently. This is not a full value for money (VFM) assessment of AcT, as this would require significant resources, as well as not being requested, though it does draw from DFID’s framework for assessing VFM.

DFID’s model for assessing value for money, which uses the ‘3Es’ model, suggests that cost-efficiency relates to how the programme input costs are transferred into the delivery of the *output* level results, and that it is cost-effectiveness which covers the costs of achieving the *outcome* level results.⁸⁹ This question covers both aspects of this, arguably confusing the two, but these need to be examined separately to be clear on each, as well as how they relate to one another.

This, then, is the basis for the assessment: looking first at input costs, then *use* of these costs to achieve the given level of output achievement, and the same at outcome level.

Input Costs

The agreed programme costs, are in the region of £31m for the phase being evaluated, not including any of the costs for the interim year before the next phase begins. The costs of managing the programme, according to the latest figures provided by AcT, were 14.7%.⁹⁰ The implementation costs are split between the following areas, with the percentage of the overall budget that they represent according to total expenditure to date: 1. Capacity Building Facility (2.7%); 2. Climate Change & Environment Grants (9.3%); 3. Mainstream Grants (68.2%); 4. Strategic Opportunities Facility (5%).⁹¹

⁸⁵ See also Section 3.3. looking specifically at the logframe.

⁸⁶ For example, EfG noted that many women from the local makrkey groups are, unexpectedly, now active in attempting to get into official positions to better represent their interests.

⁸⁷ Email feedback from NCA.

⁸⁸ AcT narrative TOC.

⁸⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/49551/DFID-approach-value-money.pdf

⁹⁰ Figures provided by AcT. Exact figures are likely to change, but proportions to remain largely the same.

⁹¹ Itad calculation, based on data provided by AcT, *ibid*.

A full VFM assessment would also need to consider the indirect input costs, such as those around partner time, and any external contributions from other CSOs or communities, which would themselves need to be either quantified and/or costed.⁹² This data is not available.

Cost-Efficiency

DFID's (2013) guidance note on VFM suggests that cost-efficiency should comprise the scrutiny of '...management organization, implementation approaches and technical design to ensure that inputs are being used to achieve envisaged outputs as efficiently as possible.'⁹³ Looking first at the management fee, the consideration of whether this represents an efficient use of funds is based on what is delivered for that fee.

It is quite difficult to obtain comparative data on management fees, this often being commercially sensitive. However, data from the SAVI programme in Nigeria, which is of a similar budget size and focus, and is implemented by a comparable private sector entity indicates a management fee of 14.9%.⁹⁴ The Foundation for Civil Society, a Tanzanian programme in the same broad portfolio of DFID programmes as AcT, has overhead costs of around 20%, according to the latest annual review.⁹⁵

AcT is exceeding its targets on the majority of output indicators, so combined with this comparable data on management fee AcT seems to demonstrate a prima facie good cost-efficiency. It may also be possible to identify examples of how AcT and its partners are delivering leverage, either in terms of savings, increased investment, or stopping negative uses of funds, which would further add to the programme's efficiency. The study by Smith & Tukai (2014) identifies a number of examples of this including £560,000 being identified as misused and £324,000 being recovered; an increase of 20% in the crop prices offered to farmers; and reduction in the price of seeds.⁹⁶

Better identification and understanding of the efficiencies and inefficiencies of the AcT management model will benefit the next phase. AcT's management noted to the evaluation team that a weakness in this area is capturing the level and type of inputs that the PMU make to the programme and partners, and that they felt that this was potentially an area where greater focus on identifying how resources are used could be used as a basis for finding more efficient ways of working. AcT's current VFM case studies are a useful analysis of how to calculate the VFM of the partner projects, and the VFM guidance for partners supports this, but a more comprehensive case study – even if for internal learning – which captured the full range of costs involved, would be a very useful insight and learning process.

The evidence from the evaluation supports that there is a high level of support provided, and that there is little capacity to do more, and it would be necessary for AcT to conduct a specific assessment

⁹² White et al (2013) describe these as 'other costs' and include costs to beneficiaries, political costs, and costs like inflation. *Op cit*, p10.

⁹³ White et al (2013) *Guidance on measuring and maximising value for money in social transfer programmes – second edition*. DFID, p12. Though this relates to social transfer programmes, the core approach remains relevant.

⁹⁴ £1.1m mgmt. payments for a two-year extension with a budget of £7,374,058. Data from <https://online.contractsfinder.businesslink.gov.uk/Common/View%20Notice.aspx?site=1000&lang=en¬iceid=990668&fs=true>

⁹⁵ <http://devtracker.dfid.gov.uk/projects/GB-1-113540/documents/>, p17.

⁹⁶ Smith & Tukai (2014), *Documenting AcT Results*, p5.

or process evaluation to properly identify how, where and when resources are being used, and consider in what ways this might be done differently. This is inherently about both opportunity cost, and risk. AcT management commented that because risk is so heavily weighted towards finance and results, it is the resources spent on programme support which are partially hidden along with how this affects efficiency. To adjust this is therefore to re-balance the risk approach of the programme.

The strategic opportunities fund is designed to enable AcT to respond to DFID's request to address key or unexpected issues. This has covered learning materials, bridge funding for a non-AcT partner, and trialling of a model for a Statistics Reviewer.⁹⁷ Whilst a fund of this nature can be very useful to have, it is not altogether clear how far it has specifically benefitted AcT up to now, other than in the sense of contributing to its broad aims and objectives. This is an area where some savings could be made, but this would need a joint review from AcT and DFID, considering too what the potential drawbacks could be of having a reduced capacity in this area in future, for AcT and for DFID.

Cost Effectiveness

This section considers the cost of achieving the AcT outcomes, looking first at the general position, and then doing an analysis of the sector level outcome results and associated spend.

The starting position is that, according to 2014 data, AcT isn't able to present a comprehensive cost-efficiency case: outcome targets are not yet met (though noting the weight of qualitative data on results that accompanies this and which together present a strong results story). The evaluation team has seen more recent financial data which shows that the agreed funds have been almost entirely used as planned. To confirm that the programme has delivered cost-efficiency, the latest results data needs to be examined alongside this, and targets would need to have been met.

Outcome Spend by Sector

Table 1 below sets out the levels of spend per sector, and includes the total number of decisions recorded at outcome level, disaggregating this into the different levels of decisions, as recorded by AcT in their results database. This relates to the VFM framework set out at the start of the section, but considering the input costs and what they have been transformed into, in outcome terms, this being the definition of how to assess this.⁹⁸

The sector other than natural resources, environment and climate⁹⁹ that has received a high value of AcT funding (Gender, Human Rights & Minority Groups: £3,201,884) has demonstrated a relatively high number of total outcomes (82). However, sectors that have received a relatively low value of overall AcT funding, such as health and land (£896,625 and £641,329, respectively), demonstrate a higher number of total outcomes (99 and 92). Conversely, some sectors that have received a relatively high value of AcT funding, such as education (£2,298,595) and private sector development (£3,060,866) have not demonstrated so many total outcomes (37 and 44, respectively). There also appears to be no correlation if the results are viewed in a more disaggregated way i.e. looking at the different levels of results, with gender recoding lower numbers of final results than social protection, health and cross-cutting.

⁹⁷ AcT (2014) *Introducing the AcT Programme*, p8.

⁹⁸ DFID, 2012 & 2013, *op cit*.

⁹⁹ There is an issue over how these results are coded in the database, meaning it would be misleading to include them in this analysis.

Table 1: AcT outcomes by sector & against the total value of AcT grants by sector (2013/14)

Sector	Immediate	Intermediate	Final	Blank	Total results count 2013-14	Total value of disbursed grants
Natural resources/ environment/ climate change	23	18	38	54,163	54,236	3,680,405
Gender/ human rights/ minority groups	20	20	42	0	82	3,201,884
Private sector development/ livelihoods/ agriculture	16	8	20	0	44	3,060,866
Education	10	11	16	0	37	2,298,595
Cross-cutting	40	17	64	0	121	1,594,686
Ethics	-	-	-	-	-	1,222,990
Social protection	9	30	67	0	106	1,016,600
Health	24	10	65	0	99	896,625
Water	15	1	3	0	19	752,951
Land	91	0	2	0	92	641,329

Source: Itad analysis of AcT raw data.

What this data suggests is that there is no consistent cost-efficiency story that can be presented by looking at the spend data alongside outcome results. There is a need to analyse this in more depth. There are, at least, three considerations to inform this: (i) is this an issue related to the understanding of the AcT theory of change, and specifically the assumptions – as noted above – that if focused on in depth would provide the understanding of this differential level of achievement; or (ii) is it that there is a natural difference in how different sector results are achieved, in which case it is necessary to identify the factors that cause this; or (iii) is this about the aggregation of the individual results, and the relevant detail is in these individual decisions, in which case is this a recording and reporting challenge?

4 Conclusions & Recommendations

This section sets out the conclusions of the evaluation, which consolidate the findings from the sections above. Following this are a set of focused recommendations which relate to these conclusions.

Conclusions

Overall, the AcT programme is well set up to address contextual factors, and to identify, analyse and learn from accountability and responsiveness challenges. Inevitably it will do this more easily and more effectively at the local level, as this is where the partners are mostly located, where their work tends to be focused, and where issues are easier to access and influence. This is facilitated by the AcT model, including the management approach and the tools that are promoted, but there are weaknesses in translating this from the local to national level - and missed opportunities to link with other DFID accountability programmes particularly in shared areas of work and interest in A&R, and at key moments and opportunities.

In terms of working with its partners, then AcT has a strong direct influence on its partners' capacities, which have almost all been improved, and in some cases significantly so. This is especially the case for the smaller or 'start-up' partners. This approach to capacity development seems likely to lead to the strengthening of civil society, for instance in present examples of partners now attracting a more diversified funding base. There is however a weakness in how partner capacities are tracked, via the PMP tool, in terms of data quality and consistency – and thus its usefulness to make decisions based on emerging trends.

Plus, although capacity support is generally well managed, and partners mostly understand and appreciate the reason for the type and level of support, there are instances that the intensity of AcT's focus on areas like financial management risks both programme efficiency and effectiveness. There have also been some gaps in the communications around this process.

Though, according to 2014 data, results targets had not yet been met, there is strong qualitative evidence of achievement. There are challenges for the programme in that the TOC and assumptions therein need review based on evidence from the programme, and also to be extended up to higher levels of 'transformational change', which DFID is interested in, though the concept is undefined. This is further complicated by AcT's results database which has a large and growing weight of unanalysed data, accentuated by the over-disaggregation of results and indicators.

AcT demonstrates many of the conditions for success that have been identified in current international thinking on best practice, such as 'Doing Development Differently'. For success to be achieved, the conditions need to be present on both sides of the accountability relationship in the project, and there needs to be interaction of the factors as manifested e.g. leadership.

There is a strong basis for claiming cost-efficiency in AcT, based on the over-achievement of output level results. However, there are potential inefficiencies and opportunity costs inherent to the AcT model which may lead to inefficiencies. The cost-effectiveness story is less clear at present, though the targets are only one part of the results narrative.

Recommendations

Recommendation 1: Improve Local-National Linkages. AcT, working with partners and also taking a more proactive approach, should look at how results and data from local projects can be more effectively consolidated and channelled to national level. This will involve identifying the points of national level advocacy influence where such local data can be effectively utilised.

Recommendation 2: Improve Synergies with Other DFID Accountability Programmes. Identifying the different organisations' key skills and attributes and what the opportunities are for these to be most effectively combined and leveraged. This will only be in specific, limited areas, such as in shared issues in A&R or at key moments, but offers opportunity for significant additional influence and impact.

Recommendation 3: Review & Extend the TOC Assumptions. AcT's results data should be used to explore the current assumptions in the TOC and demonstrate if, how and to what extent the assumed causal pathways held true, as well as showing differences in different contexts. Then extending the assumptions to the level of transformational change – also defining and setting expectations for this – will enable the next phase of the programme to be more ambitious and tell a stronger results story, and improve how ACT and its partners understand changes in the wider governance landscape, their role within this, and thus how to better plan and implement with this in mind.

Recommendation 4: Review & Revise the Logframe. This is no longer an adequate representation of the programme. Over-disaggregated indicators can be re-aggregated, and new indicators included that will allow for a wider and deeper understanding of AcT's change. This also requires careful assessment of how the ICF/CCE indicators and projects are factored in, which must be aligned when addressing common areas.

Recommendation 5: Review & Revise the PMP Tool. This is a tool that could present clear data tracked over time of how partners' capacities have changes. A methodology and process, including 'scoring', needs developing that allows a combination of qualitative and quantitative assessment will be a stronger, and more accessible learning tool as well as better presenting a key part of AcT's value externally. Closer involvement of partners in the development and ongoing usage and review will ensure the tool is more fit for purpose, and that it and its results have stronger ownership.

Recommendation 6: Review & Revise the Results Database. An investment in a review of the current results data will help to consolidate this and present AcT's current results narrative. A new database or results management system needs designing prior to the next phase of AcT. This should facilitate both data entry and access, based on the clear identification of the needs of key stakeholders.

Recommendation 7: Recognise Where & How AcT's Value is Realised. This is relevant to the addition of new programme focus areas, to any expansion of the programme (though this is unlikely), or to a replication in another country. Included is what the AcT model is; where its benefit is most clearly realised; how it relates to achieving results in accountability and responsiveness; and the limits of efficiency that managing in this way implies. It also needs to clearly recognise that the fundamental success of AcT comes not from the systems or processes, but the individuals who manage the programme, their understanding of contexts and relationships with partners, and dedication to making the programme work.

5 Annexes

- 1. Evaluation Matrix**
- 2. Pro-Forma for Document Review**
- 3. Interview Guides**
- 4. List of Respondents**

Annex 1: Evaluation Matrix

Evaluation Questions from TOR	Sub-Questions	Evidence Sources	Analytical Approach
<p><i>EQ1. To what extent were the results planned/delivered by AcT an appropriate response to Tanzania's governance & responsiveness challenges?</i></p> <p>DAC Criterion: Relevance</p>	<ul style="list-style-type: none"> • <i>How were governance challenges identified, agreed and factored into design?</i> • <i>How do AcT and partners review ongoing results vs changing governance context.</i> • <i>How did and does AcT align with other civil society programmes in Tanzania?</i> 	<p><i>Partner and AcT PEA's and M&E documents</i></p> <p><i>AcT M&E reports and other review documents</i></p> <p><i>External reviews and evaluations – AcT/partners</i></p> <p><i>AcT staff key informant interviews (KIIs)</i></p> <p><i>Partners KIIs</i></p> <p><i>External /DFID/ other civil society programmes</i></p> <p><i>Ex-AcT partners</i></p> <p><i>Non-AcT CSOs KIIs</i></p>	<p><i>Analyse AcT's assessment of governance challenges, at the start and during implementation.</i></p> <p><i>Review programme effectiveness internal v external (i.e. did the programme meet its logframe indicators, but not deliver benefit on the ground?)</i></p>

<p><i>EQ2 What was the cost of delivering the outcomes?</i></p> <ul style="list-style-type: none"> - <i>Could this have been delivered for less?</i> - <i>Could the investment have been used more efficiently?</i> <p>DAC Criterion: Efficiency</p>	<ul style="list-style-type: none"> • <i>Are total costs readily available/identifiable?</i> • <i>Is there evidence of spend per input/output and according to budget.</i> • <i>Is it possible to obtain evidence of lower cost ways of delivering the outcome, that are comparable.</i> 	<p><i>Act financial reports</i> <i>VFM studies</i></p> <p><i>Annual Reviews – AcT/partners</i></p> <p><i>AcT staff and partner KIIs</i></p> <p><i>Other programmes’ reports/staff feedback and responses.</i></p>	<p><i>VFM analysis: cost-effectiveness. Requires understanding all AcT programme costs – grants and administration.</i></p> <p><i>Counterfactual analysis – asking ‘what if?’ question to AcT & partners, and looking for other programmes’ data.</i></p>
<p><i>EQ3. To what extent were the outcomes of the AcT programme achieved?</i></p> <p><i>What was the coverage in terms of numbers of citizens benefitting?</i></p> <p>DAC Criterion: Effectiveness</p>	<ul style="list-style-type: none"> • <i>Do AcT’s outputs contribute to purpose?</i> • <i>How justifiable are beneficiary number calculations.</i> • <i>Is there a difference in levels of achievement in different areas – thematic/ geographic?</i> • <i>To what extent is there evidence of attribution and plausible associations with AcT’s inputs in CSO capacity development</i> 	<p><i>AcT reporting</i></p> <p><i>Annual reviews- AcT /partners.</i></p> <p><i>Partner reports.</i></p> <p><i>FGDs with partners and communities.</i></p>	<p><i>Analyse results against targets from the logframe</i></p> <p><i>Assess with selected partners how results were calculated.</i></p> <p><i>Assess degree to which results reported are validated by partners, and by AcT?</i></p> <p><i>Assess the degree to which outcome mapping is effective for measuring results</i></p>

<p>EQ4. How did AcT and its grantees design their projects to respond to their specific contexts?</p> <p>DAC Criteria: Relevance, Sustainability</p>	<ul style="list-style-type: none"> Evidence of contextual analysis that influenced project design. Evidence of ongoing contextual analysis reflected in project adaptation, if appropriate. 	<p>AcT documents & reports.</p> <p>Partners documents.</p> <p>Annual Reviews</p> <p>External reviews / analyses – AcT, partners, programmatic issues</p>	<p>Review initial programme and project documents for evidence of how context was assessed and reflected in design.</p> <p>Explore with partners how context assessment played an ongoing role in project review and if adjustments were made.</p>
<p>EQ5. How efficient have logframe indicators and targets been as a management tool and to provide insight into governance issues in Tanzania?</p> <p>DAC Criterion: Efficiency</p>	<ul style="list-style-type: none"> To what extent are indicators used as a mgmt. tool. How do AcT/partners comment on the level of use of indicators v how useful they find them? What other mgmt. tools are used/ are more useful? 	<p>AcT/partner logframes.</p> <p>Other M&E documents and frameworks.</p> <p>Annual review.</p> <p>External reports, reviews, analyses.</p>	<p>Explore with AcT and partners how the logframe is used, what benefits it has, and what are its limitations.</p> <p>Literature review analysis of reports on AcT mgmt. processes.</p>
<p>EQ6. What were the conditions for success? In which context(s) is a similar model of support likely to achieve results?</p> <p>DAC Criteria: Effectiveness, Sustainability</p>	<ul style="list-style-type: none"> Evidence of common factors that link to success across AcT. Indication of how context-specific and therefore replicable these factors are. 	<p>KIIs with Partners</p> <p>FGD</p> <p>AcT/partner reports</p> <p>Key Conditions Matrix</p>	<p>To compare AcT and partners feedback on success factors with the matrix which is intended to give objective insight to what factors seem to indicate success.</p>

	<ul style="list-style-type: none"> • <i>How is AcT's learning approach supporting success?</i> 	<i>Ex-AcT partners</i>	
Test the AcT Model			
<p><i>EQ7. To what extent was AcT's support to programme partners relevant to their funding and capacity development needs?</i></p> <p>DAC Criteria: Relevance, Sustainability</p>	<ul style="list-style-type: none"> • <i>Adequacy of partner selection criteria</i> • <i>Evidence of how partners funding and capacity needs were assessed</i> • <i>Evidence of how AcT's approach supports "good governance" at all levels, including CSOs</i> • <i>Evidence of how this assessment was reflected in project design and management.</i> • <i>Indication of how AcT's support was different to other donors/partners.</i> 	<p><i>Adapted OCAT/INTRAC</i></p> <p><i>Act reports</i></p> <p><i>Partners reports</i></p> <p><i>FGDs with partners</i></p> <p><i>Partner/stakeholder KIIs</i></p> <p><i>KIIs with Ex--Act CSOs</i></p>	<p><i>Qualitative assessment of what partners' needs were, how these were considered by AcT in how they designed and delivered support.</i></p> <p><i>How have needs changed, and how has AcT's support changed to reflect this?</i></p> <p><i>Do AcT's 12 characteristics of effective organisations support CSOs and civil society development?</i></p>
<p><i>EQ8. How efficient has the AcT partnership approach been in making funding available and in supporting capacity development?</i></p> <p>DAC Criterion: Efficiency</p>	<ul style="list-style-type: none"> • <i>Evidence of the type, modality and timing of provision of support by AcT and adapted to partners capacities</i> <p>Assumption: the AcT team has the skills and judgement to provide</p>	<p><i>Adapted OCAT</i></p> <p><i>AcT reports.</i></p> <p><i>Partner reports.</i></p> <p><i>KIIs – AcT& partners</i></p>	<p><i>Follows directly on from EQ7 – once support needs identified, to qualitatively assess how this was actioned.</i></p> <p><i>Lit review of partner reports and external evaluations & reviews</i></p>

	<p>appropriate support, manage risk, and manage the portfolio</p> <ul style="list-style-type: none"> • <i>Indication of how this compares to support provided by other funders/partners?</i> 	<p><i>FGD</i> <i>Ex Act partners</i></p> <p><i>Literature review and interviews with FCS and Twaweza</i> <i>Matrix comparing CSO support programme</i></p>	
<p><i>EQ9. Was the Act model more effective at achieving results in certain areas of A&R than others?</i></p> <p><i>- What were its limitations?</i></p> <p>DAC Criteria: Relevance, Effectiveness, Sustainability</p>	<ul style="list-style-type: none"> • <i>What the comparative results were in the different focus areas.</i> • <i>What other common factors may have had a bearing on success?</i> • <i>Evidence of factors that seems to correlate to poor performance or reduced results.</i> • <i>Evidence of any unintended consequences of the work</i> 	<p><i>Act reports</i></p> <p><i>Annual reviews</i></p> <p><i>KIIs</i></p> <p><i>FGDs</i></p> <p><i>Key conditions matrix</i></p>	<p><i>Start with the literature review of all M&E reporting, and external reviews and evaluations.</i></p> <p><i>Deeper exploration in FGDs with mixed partners.</i></p> <p><i>Specific contribution analysis with single partners, results compared.</i></p>
<p><i>EQ10. To what extent have the programme partners’</i></p>	<ul style="list-style-type: none"> • <i>Evidence that partner capacity has changed</i> 	<p><i>Adapted OCAT</i></p>	

<p><i>capacity been sustainably improved?</i></p> <p>DAC Criteria: Effectiveness, Sustainability</p>	<ul style="list-style-type: none"> • Evidence of a plausible association with AcT’s support. • Evidence of changed capacity/behaviour becoming embedded in partner organisations’ ways of working. 	<p>FGDs</p> <p>KIIs</p> <p>AcT/partner reports</p> <p>Ex-AcT partners</p>	<p><i>Review of organisational capacity assessment scores, compared with qualitative feedback from partners via FGDs/interviews.</i></p>
<p><i>EQ11. To what extent are the outcomes achieved in phase one likely to contribute to longer term transformational impact?</i></p> <p>DAC Criteria: Effectiveness, Sustainability</p>	<ul style="list-style-type: none"> • Evidence of any unintended consequences for partners • Evidence of partner influence on accountability and responsiveness becoming embedded. • Evidence of partners scaling up success? • Evidence of partners leveraging additional resources 	<p>FGDs</p> <p>KIIs</p> <p>AcT/partner reports</p> <p>Ex-AcT partners</p>	<p><i>Identify how “transformational” is understood and applied across the portfolio Look for transformational impact trends in both organisational capacity, and in influence on govts leading to deep changes in accountability.</i></p>

Annex 2: Pro-forma for Document Review

Sources:	
<ul style="list-style-type: none"> • • 	
Evaluation Question	Indicators
<p><i>EQ1. To what extent were the results planned/delivered by AcT an appropriate response to Tanzania's governance & responsiveness challenges?</i></p>	<p><i>1.1 How were governance challenges identified, agreed and factored into design?</i></p> <p><i>1.2 How do AcT and partners review ongoing results vs changing governance context.</i></p> <p><i>1.3 How did and does AcT align with other civil society programmes in Tanzania?</i></p>
Findings:	
<p><i>EQ2 What was the cost of delivering the outcomes?</i></p> <ul style="list-style-type: none"> <i>- Could this have been delivered for less?</i> <i>- Could the investment have been used more efficiently?</i> 	<p><i>2.1 Are total costs readily available/identifiable?</i></p> <p><i>2.2 Is there evidence of spend per input/output and according to budget.</i></p> <p><i>2.3 Is it possible to obtain evidence of lower cost ways of delivering the outcome, that are comparable.</i></p>
Findings:	
<p><i>EQ3. To what extent were the outcomes of the AcT programme achieved?</i></p> <p><i>What was the coverage in terms of numbers of citizens benefitting?</i></p>	<p><i>3.1 Do AcT's outputs contribute to purpose?</i></p> <p><i>3.2 How justifiable are beneficiary number calculations.</i></p> <p><i>3.3 Is there a difference in levels of achievement in different areas – thematic/ geographic?</i></p> <p><i>3.4 To what extent is there evidence of attribution and plausible associations with AcT's inputs in CSO capacity development</i></p>
Findings:	

<p><i>EQ4. How did AcT and its grantees design their projects to respond to their specific contexts?</i></p>	<p>4.1 Evidence of contextual analysis that influenced project design.</p> <p>4.2 Evidence of ongoing contextual analysis reflected in project adaptation, if appropriate.</p>
<p>Findings:</p>	
<p><i>EQ5. How efficient have logframe indicators and targets been as a management tool and to provide insight into governance issues in Tanzania?</i></p>	<p>5.1 To what extent are indicators used as a mgmt. tool.</p> <p>5.2 How do AcT/partners comment on the level of use of indicators v how useful they find them?</p> <p>5.3 What other mgmt. tools are used/ are more useful?</p>
<p>Findings:</p>	
<p><i>EQ6. What were the conditions for success? In which context(s) is a similar model of support likely to achieve results?</i></p>	<p>6.1 Evidence of common factors that link to success across AcT.</p> <p>6.2 Indication of how context-specific and therefore replicable these factors are.</p> <p>6.3 How is AcT's learning approach supporting success?</p>
<p>Findings:</p>	
<p><i>EQ7. To what extent was AcT's support to programme partners relevant to their funding and capacity development needs?</i></p>	<p>7.1 Adequacy of partner selection criteria</p> <p>7.2 Evidence of how partners funding and capacity needs were assessed</p> <p>7.3 Evidence of how AcT's approach supports "good governance" at all levels, including CSOs</p> <p>7.4 Evidence of how this assessment was reflected in project design and management.</p>

	<i>7.5 Indication of how AcT's support was different to other donors/partners.</i>
Findings:	
<i>EQ8. How efficient has the AcT partnership approach been in making funding available and in supporting capacity development?</i>	<i>8.1 Evidence of the type, modality and timing of provision of support by AcT and adapted to partners capacities</i> <i>8.2 Indication of how this compares to support provided by other funders/partners?</i>
Findings:	
<i>EQ9. Was the AcT model more effective at achieving results in certain areas of A&R than others?</i> <i>- What were its limitations?</i>	<i>9.1 What the comparative results were in the different focus areas.</i> <i>9.2 What other common factors may have had a bearing on success?</i> <i>9.3 Evidence of factors that seems to correlate to poor performance or reduced results.</i> <i>9.4 Evidence of any unintended consequences of the work</i>
Findings:	
<i>EQ10. To what extent have the programme partners' capacity been sustainably improved?</i>	<i>10.1 Evidence that partner capacity has changed</i> <i>10.1 Evidence of a plausible association with AcT's support.</i>
Findings:	
<i>EQ11. To what extent are the outcomes achieved in phase one likely to contribute to longer term transformational impact?</i>	<i>11.1 Evidence of changed capacity/behaviour becoming embedded in partner organisations' ways of working.</i> <i>11.2 Evidence of any unintended consequences for partners</i> <i>11.3 Evidence of partner influence on accountability and responsiveness becoming embedded.</i>

	<p><i>11.4 Evidence of partners scaling up success?</i></p> <p><i>11.5 Evidence of partners leveraging additional resources</i></p>
<p>Findings:</p>	
<p>Comment on the quality of evidence</p>	

Annex 3: Interview Guides

These guides are intended to be used to ensure that the key evaluation issues are covered appropriately with each constituency. The order of issues follows the Evaluation Framework, to facilitate checking of adequate coverage of each evaluation issue.

The guides serve precisely this purpose: Not all members of each constituency group need be asked questions under each question area. The precise format of the question posed in each interview will depend on the circumstances.

Guides

1. Partner agencies
2. Beneficiaries **Error! Bookmark not defined.**
3. Peer organisation staff,(DFID staff) 51
4. Local and central government offices

1. AcT Partners

Relevance

- How were the issues selected by your organisation? (Original partner big idea?)
- How long have you been working with AcT?
- How long have you been working on these issues / with these communities?
- Have you changed what you do since you started working on the issue? Why?
- Has the context changed since you started? Has your approach changed?
- Who is expected to benefit from your work?

In FGD - relevance of AcT model

Impact

- What have been the most important changes in [*this area/country*] in governance in the last three years?
- What, if any, have been the contributions of CSOs to these changes?

Effectiveness

ACT CD work:

- What changes have there been in your organisation's competencies (competencies of staff) during this project?
- What, if any, have been the contributions of AcT to change in competencies?
- Are there unexpected changes in your organisation as a result of working with AcT?
- How does improved capacity of your organisation contribute to a stronger civil society?
- What has been the most/ least useful aspect of AcTs approach?

Results:

- How do you know your work is making a difference?
- What factors contribute to the successes?
- What prevents change happening?
- Any unintended consequences of your work?
- How do you calculate your results (reach and changes in attitude)?

Probe: Tools, triangulation being used and understanding about attribution.

How do they "validate" information coming from communities about change?

Do they read and use AcT logframe based reports?

Sustainability

- Will you continue this work after the AcT funding ends?
- Will the impacts continue after the project? How will this happen? (Your capacity, capacity at community level; capacity of networks and relationships; capacity of government services?)
- Will the processes continue?
- What external factors could prevent continuation of process or impacts?

Learning

- What are your main sources of learning about Governance issues? (top 3)
- How does your organisation learn?
Sub-questions:
 - Has learning been used to improve project performance?
 - Has the ToC been challenged, updated or modified as a result of learning from M&E?

2. Peer Organisation Staff (Twawesa, Legal rights fund, FCS)

Interviews for the following purposes:

Identifying added-value/relevance of AcT to their work:

- Is there a distinct contribution that AcT makes – and what do they see as “relevant” about this?
- Do they share learning?
- Do they share grantees /partners?

Understanding change: Effectiveness and impact in governance work

- What do they see as contributing to changing the way government (elected and appointed) behave?
- Examples of change being institutionalised? In government behaviour/ citizen behaviour
- What factors contribute to such change?

Replicability

- To what extent is replicability an appropriate issue for governance work – is it always situation specific?

Learning

- What are your key sources of learning on governance (accountability and responsiveness) issues? (Does AcT feature among sources?)
- To what extent has AcT communicated with you on its findings?
- How open is AcT to sharing learning?

3. Beneficiaries

Relevance:

- What are the most important challenges for your community?
- How does this project relate to your priority needs? [Spectrum line on priorities- most important – least important and discussion of who and how selected the “project issue”]
 - Does this relate to what the group or CSO are doing?
- How long have you done project work with (partner X) agency?
- How was the issue selected?

Effectiveness

- What are the significant changes in your community in the last 5 years (positive and negative)?
- What are the causes of these changes?
- Probe to see what community involvement has been: collectively or individually.
- What, if any, have been the contributions of the project to these changes? Contributions of the grantee /partner/ AcT?
- Who are the main beneficiaries of this?
- How does success in project work lead to increased responsiveness and accountability in government? (Theory of Change)

Effectiveness (and condition of success):

- What prevents government staff from being more responsive and accountable?
- What inspires you as an individual to take action?
- What inspires you as a group to take action?
- Do you have better access to information?
- Does this include govt. information?
- Do you have better communication with govt. officers now?
- Have there been new ways of communicating with govt staff?
- Has your capacity to take action increased? How and why?

Sustainability (and conditions of success)

- Will the changes continue after the project finishes? How will that be achieved?
- Is contact with authorities institutionalised? (Are you able to continue this without external support?)
- Could you help other communities to bring about changes in their situations?

Learning

- Have you learned about how changes take place in other situations/societies? Examples?
- (How) have you used this learning?

4. Local and central government offices

How long have you been working here?

Relevance

- The issue that you have been involved in with the partner X?
- Is it a government priority?
- Do you consider it a priority for the area: for the community: for a minority of the community?
- Are there other more important issues facing communities

Changes (impact)

- What important changes have taken place since you have worked here?
- What, if any, have been the contributions of this project to changes?
- What other factors contribute to changes beyond the projects influence?
- Has there been any unexpected change?

Effectiveness

- What changes have there been in your [*department*] and or staff) during this project?
- What, if any, have been the contributions of this project to changes?

Links

- Have there been changes in relationships with people or groups at community level?
 - Any change in way they relate to other communities?

Limits to Capacity

- What limits your [department] ability to (be responsive and accountable) to community level needs?
- Do people at community level understand these limitations?
- Would the changes have happened anyway?

Sustainability

- Can the work be continued?
- Will the changes be maintained?
- What would stop the continued sustainability?

Annex 4: List of Respondents

Focus Group Discussion with Mainstream Partners on AcT Model 14/11/14

Name	Organisation and Role
Catherine Murphy Mwangota	Café Africa country manager
Julie Adkin	SNV Governance Advisor
Godfrey Boniventura	Hakielimu programme Manager
Charles Mtoi	Hakielimu Programme M&E
Betty Malaki	Oxfam PM Governance
Jane Foster	Oxfam Country Director
Gwen Berge	Norwegian Church Aid , Country Director
Martha Samuel	Tanzania Gender network M&E
Imelda Ulrio	LHRC Director of Empowerment & Accountability
Christina Misama	ANSAF M&E officer
Jane Magigita	EFG Executive Director

Focus Group Discussion with Climate Change and Environment Partners 13/11/14

Name	Organisation and Role
Lyndsey West	Director , Sea Sense
Carly Griggs	Project Manager , BBC Media Action
Fazal Issa	Project officer Forum Climate Change
Valentin Ngorisa	M&E Officer , Hakiardhi
Yefred Mweni	Executive Director , Hakiardhi
Gilbert Mworira	Programme Officer , Norwegian Church Aid
Rebecca Muna	Programme Manager Forum CC

Field Visit to Kilwa Masoka

Focus Groups

<u>Mjumita Mujumingu FGD Ikwiruru</u>	Mumsimaso Mujimita FGD Mkisoma:
Fatu M Mtamburwa	Hamidu A Simba
Mwalamia A Kwangaya	Hehumand A Mrwgebya
Stamili J Mkwanywe	Rindomi Huedi
Neema E Mokea	Saidi Mtibila
Hasani S Mpili	Salim Nbembo
Mariam S Mkangama	Saidi N Liwemba
Juma Mtumbuka	Mariam Mketete
Hadija Kitango	Omari B Nguyu
Kasim Mpeta	Kasimu A Simaya

Interview

Name	Organisation
Albert Aklei	Zonal Coordinator (Southern zone) Mjumita

Friends of Education FGD from Kilwa Masoko, Ngea, Mandawa, Mitole , Mayuji and Mchakama

Carlo Mutanda
Rukia Njingia
Saidi Mnyamba
Sylifoteo Tor Karigita
Nasma A Mkunga
Asia Lije
Naise Dani Naise
Lailati Swaleh Wasia
Zuwena A Faki
Mkajunia H Lithahala
Asha A Gongo
Sharifa Sakani Rashid

Said Mkob

Interviews with District Staff in Kilwa Masoko

Name	Organisation and Role
Mwanahiba Mwcha	Acting District Officer for Education
Salwa Nampoto	Audio Visual Officer
Mustafa Mfangaro	District Forestry Officer

Focus Group Discussion in Njia Nne with Villagers from Mkulima, Mwenyekiti ,Mnalmu

Said Abdullah Umimemenele
 Mohamed A Parli
 Ali Saidi Makenda
 Twaru Yusufu
 Juma A Maguo
 Rhama A Yusufu
 Saidi Kingolowine
 Mwichande Selemani Kinyanga

Interviews with AcT Partners

Name	Organisation and Role
Nike Doggart	TFCG Senior Technical Advisor
Charles Meshack	TFCG Executive Director
Pius CK Makomelelo	Hakielimu Community Engagement and Action
Naomi Mwakilembe	Program Officer
Erika	Program Officer

Honoratus Swai,	Program Officer
Imelda Lulu Urrio	LHRC Director of empowerment and Accountability
Flaviana	AcT programme manager
Charles	Corporate Accountant
Mkuta Masole	HRts monitor
Jane Magigita & colleagues	Equality for Growth
Julie Adkins, Rose Lidonde & colleagues	SNV
Lindsey West	Sea Sense
Tina Moshia, Moses Kubala & Francis Uhadi	Norwegian Church Aid
Audax Rudonde	ANSAF
Amselet Tewodors & Leonard Ndamugoba	HAI
Rebecca Muna & Faisal Issa	Forum CC

Non- and Ex-Act Partners

Name	Organisation and Role
Rakesh Rajani	Twaweza Executive Director
Thadeo Lupembe	Foundation for Civil Society, Finance and Admin Manager
Bernard Kindoli	FCS Manager - BD & Partnership
Yakob	Action Aid Tanzania ED
Scholastica	Land Programme Manager?
Jackson Sihakanga	Sikika, Regional Coordinator
Florian Schweitzer	Sikika , Programme Officer Health governance and finance
Kees Groenendijk	Legal Services Facility, CEO/Fund Manager
Abdalla Said Shah	IUCN

DFID Tanzania

Name	Role
Zabdiel Kimambo	Governance Advisor, Act Lead Advisor

Nick Leader	Senior Governance Advisor
Esther Forgan	Results, Evaluation and Statistics Advisor
Joseph Payne	AcT Programme Manager
Magda Banisak	Climate Change and Environment Advisor

Discussions with AcT Team

Name	Role
Kate Dyer	Programme Director
Rehema Tukai	Learning and Results Lead
Amani Manyelezi	Manager, Results and Effectiveness
Layla Ghaid	Manager, Communications and Knowledge
Jeff Makongo	Manager and Consultant
Lina	Manager, Climate Change and Environment
Pratish	Senior Grant Associate
Jim	Programme Accountant
Eric	Operations Manager
Natasha Renatus	Front of House