
EVALUATION STUDY OF NORWEGIAN CHURCH AID RESOURCES AND FINANCE
THEMATIC AREA

FINAL REPORT

Submitted to

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By

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List of Abbreviations

Act	Accountability in Tanzania
AEE	African Evangelical Enterprises
BAKWATA	Baraza Kuu la Waislamu Tanzania (National Council for Muslims)
CCT	Christian Council of Tanzania
CSO	Civil Society Organization
DIC	District Interfaith Committee
ELCT	Evangelical Lutheran Church in Tanzania
FBO	Faith Based Organizations
GNRC	Global Network for Religion for Children
HKC	Haki Kazi Catalyst
IRCPT	Inter Religious Council for Peace Tanzania (former WCRP Tanzania)
PETS	Public Expenditure Tracking Survey
R&F	Resources and Finance
RBA	Rights Based Approach
REDD	Reduced Emissions from Deforestation and forest Degradation
TEC	Tanzania Episcopal Conference
IR-VICOBA	Inter-faith Village Community Banks
UK	United Kingdom
USA	United States of America

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Executive Summary

The Resources and Finance Program seek to use interfaith approach to mobilize for national legislation to secure public revenues. At the center of these operations is the **Interfaith Standing Committee on Economic Justice and Integrity of Creation** which is jointly owned by the four major FBOs TEC, BAKWATA, and ELCT & CCT. NCA's focus has been to strengthen the capacity and the role of the Committee to challenge local and national government as well as companies for increased accountability in the governance of national resources. NCA has also been promoting budget monitoring and public expenditure tracking. The objective of this support is to build the capacity of ordinary citizens to track public resources at the grass root level and to take leaders to account for misuse of public resources allocated for development at community level.

This evaluation aims at examination of the achievements and challenges uncounted in the course of implementation of the Resources and Finance programme (2011-2015). The assessment addresses project impact, relevance, effectiveness, efficiency and sustainability. With exception of some few issues we found that the project is well organized and managed.

Regarding relevance to national development agenda: The program is consistent with Tanzania's priorities and strategies regarding good governance and accountability and poverty alleviation as documented in Tanzania's vision 2025, Big Result Now, the National Strategy for Growth and Reduction of Poverty (NSGRP), hereafter phrased by its Kiswahili acronym MKUKUTA, the National Framework on Good Governance (NFGG), it is consistence with the objectives of AcT program".

The program is also consistence with thematic priorities of the Norwegian Embassy in Tanzania and the global discourse on accountability and good governance. of many development partners operating in Tanzania including the Unites States of America, United Kingdom, Finland and Netherland who have committed significant resources to enhance accountability and citizen's participation at the local government level.

More importantly, the programme addresses a genuine development problem in Tanzania where public funds allocated for development projects are to larger extent channeled to the local government authorities.

Effectiveness: In terms of effectiveness we found that achievement and progress has been consistent when compared to planned outcomes. Most activities planned for year 1, 2 and 3 have been on target and, in fact, some have surpassed the target. Overall the programme is implemented in a very effective manner in many respects despite some pertinent room for improvement.

In terms of impact the training on good governance and PETS have increased people understanding on their role in promoting good governance and accountability at the community.

However, more focus needs to be directed towards education to the local Government leaders on issues of good governance and PETS as they appear to have limited knowledge in this area. Many community members interviewed seem to agree that the introduction of PETS has led to increased transparency and accountability in the management and use of public resources at the community level.

Efficiency: With regard to efficiency; Overall, the implementation of the NCA's Resources and Finance Programme activities is done in a remarkable cost-efficient manner except in a few but critical fronts. Assessment of the budget allocated to the programme in relation to what has been achieved indicates the potential of proper resource management in maximizing outcomes even with limited financial and human resources

Sustainability: Regarding sustainability, NCA use of Interfaith Approach has a promising future, however; unless the DICs are capacitated to own PETS process; sustainability of the program come the end of NCA support could be jeopardized. To overcome this challenge NCA have to think other options of supporting PETS including perhaps integrating PETS in the IR-VICOBA while enhancing the capacity of DIC to become overseers of the initiatives

Observed major challenge: The positive development did not go without challenges. The PETS initiatives have faced multiple resistances from local leaders and some PETS committee members' have received threats and criticisms from political entrepreneurs. There are also several organizational and coordination challenges within NCA and the partner organizations. The following issues and lessons emerge from the assessment;

Partners and Partnerships

Since NCA does not directly implement most of the programme activities but work with partners particularly Faith Based Organization (FBO), selected resource partners, and strategic partners. As such, the assessment has noted that success of NCA's programmes largely rely on the performance of these partners. For that matter, it requires some efforts on the part of NCA to ensure consistence and persistent follow up on or rather monitoring of the performance of the respective implementing partners. NCA Tanzania has strategically been tapping the opportunities and grappling with the challenges. On their part, partner organizations appreciate the NCA programme and the general perception towards partnership is positive. However, common concerns from across partners had a lot to do with NCA's monitoring and communication practices on the one hand, and the unfulfilled desire for adequate funding that partners wish to receive from NCA.

A conceptual dilemma yielding practical dilemmas

There is an inherent conceptual dilemma in how PETS has been approached in favour of developing institutions/structures such as PETS committees rather than using PETS as a tool for accountable governance. Some of the practical dilemmas are reflected by common concerns

from PETS committee members on the need to be paid allowances so as to actively participate in holding duty bearers accountable. Contrary to the right based approach cherished by NCA, there is a glaring lack of the sense of ownership towards public resources which in turn reduces the degree of commitment to demand accountability from the duty bearers

Another practical dilemma is related to PETS trainings which to a greater extent seem to have emphasized on institutionalization of the committees rather than building a sense and urge for citizen to demand rights, and willingness to pursue public affairs not for private gains but for public interests

Missing links in programme intervention, coordination, and organization

The evaluation has uncovered several gaps in the intervention, coordination and organization of the NCA Tanzania R&F programme which ought to be addressed in order to realize high level results;

- ✓ The intervention strategy focuses mainly on the “demand” side of accountable governance but largely sidelines the “supply” side of accountable governance
- ✓ The district interfaith committee constitute an essential structure for mentoring and backing up initiatives related to R&F programme but they have not yet received due attention.
- ✓ Although there are efforts to allow different stakeholders to participate in the planning of the programme priorities and activities annually, the predominance of top down approach is hard to ignore in many respects.
- ✓ There is a huge potential for using IR-VICOBA as a sustainable platform to mainstream PETS as a tool for accountable governance at the grass root level but this potential has not been exploited.

Recommendations

- ✓ NCA Tanzania should strive towards enhancing integration and collaboration between its core programs in order to realize the potentials for complementarity/cross-fertilization.
- ✓ Both IR-VICOBA and Paralegals can be a vehicle for accountable governance in the villages/towns. NCA and partners should consider mobilizing IR-VICOBA and Paralegal to engage in accountability work and take on PETS.
- ✓ Consider extending training on PETS to Paralegals and IR-VICOBA as a means to mobilize many rights holders to demand accountability from duty bearers
- ✓ IR-VICOBA should be trained on PETS to serve as entry points into mainstreaming the culture of demanding accountable governance.

- ✓ Resource partners responsible for training and mentoring PETS committees should de-emphasize the present notion of PETS as institutions in their own right rather a tool for accountable governance.
- ✓ A joint meeting/workshop between NCA and all resource partner is need to harmonize discrepancies and redress shortcomings in the curriculum for PETS training
- ✓ Consider joint training on accountable governance that will involve PETS committee and village leaders so as to simultaneously boost both the “supply” and “demand” side of accountability.
- ✓ It is important to establish, strengthen and empower the district interfaith committees in line with their core duties.
- ✓ Foster linkages between National and District Interfaith Committees as means to bolster complementarity and create referral systems for the DICs
- ✓ Enhancing capacity for programme monitoring both within NCA and among partner Organizations
- ✓ Encourage participatory planning of programme activities to accommodate and harmonize the views and needs of stakeholders at all levels
- ✓ Reward District coordinators and facilitators accordingly because they are the linchpin of NCA programme implementation in the respective districts
- ✓ Negotiating relevance at the community level, NCA programme intervention strategy should consider incorporating strategic interventions beyond accountable governance.

1. INTRODUCTION

This report presents the findings and recommendations developed from the evaluation study of the Resources and Finance thematic area of the Norwegian Church Aid (NCA) programme in Tanzania. Norwegian Church Aid (NCA) is an international non-governmental and development organization working to promote Social justice, Human Rights and Economic justice for poor communities in Tanzania and beyond. It is currently active in more than 45 districts of Tanzania covering both mainland and Zanzibar. NCA Tanzania implements its programme along four key thematic areas including: Resources and Finance; Livelihoods and Trade; Climate Justice; and Gender Justice. However, the current evaluation study focuses on the Resources and Finance theme, which falls under NCA's **Economic Justice programme**. Since the implementation of the current programme activities have been going on for the past four years- within the framework of NCA Tanzania's Country Programme (2011-2015), it is imperative to understand how the programme has been fairing in order to inform future programming. The evaluation was conducted by researchers from Development Impact for a period between October and November 2014.

1.1 Background to the Evaluation

The Resources and Finance programme of NCA Tanzania is hereby evaluated within the wider framework of the NCA Tanzania, and more specifically the Country Plan (2011-2015). The formation of the country programme under review was informed by the previous evaluation findings and recommendations. Consequently, the past five years has witnessed a range of activities under the Resources and Finance programme both at national and local level. At the national level, NCA continued to mobilize for national legislation to secure public revenues through its structures such as the **Interfaith Standing Committee on Economic Justice and Integrity of Creation** which is jointly owned by the four major FBOs TEC, BAKWATA, ELCT and CCT with its secretariat hosted by CCT. The focus has been on strengthening the capacity and the role of the Committee to challenge local and national government as well as companies for increased accountability in the governance of national resources. Likewise, NCA has been working towards facilitating networking and collaboration among the FBOs working on resources and finance at national, regional and international levels.

More importantly, and of interest in the current evaluation, is the fact that under the Resources and Finance thematic area, NCA Tanzania have worked to promote budget monitoring and public expenditure tracking for the past four years. At the centre of the aforementioned support has been the need to build the capacity of ordinary citizens to track public resources at the grass root level and to take leaders to account for misuse of public resources allocated for development at community level. Drawing from previous lessons, the assessed, programme adapted a **double approach** in supporting PETS implementation. This entailed strengthening of existing committees

and strategic robust guiding of their operations as they grow and mature. As such partners were expected to scale up their training and conduct PETS in their local areas. In the same vein, the approach encouraged the formation of more PETS committees in more districts which do not yet have the committees. In practice this included support to further refresher training for PETS local facilitators and PETS committee members to boost their knowledge and competencies on PETS and supporting Involvement of government leaders and partners as focal points in the scaling of PETS. NCA also envisaged reviewing the PETS approach to integrate some of the new lessons learnt and try to simplify the approach. What had been achieved, how and to what extent have the aforesaid been attained four years on the road are among the key questions addressed in this evaluation report.

Table 1: Overview of partners involved in the R&F programme

Partners	Core partner, programme support, resource organization, strategic alliances	Type of organisation (church-based, faith-based, value-based, others)	Geographic concentration	Areas of work
CCT	<i>Core Partner</i>	Faith Based-ACT	Dodoma, Geita, Same, Kilosa, Kiteto, Tarime, Chunya, Kigoma Bahi	Public Expenditure Tracking -(PETS)
CCT-ISFC	Coordinating Desk-CCT	Church Based (ACT)	National	Advocacy in extractives
TEC	Core Partner	Faith Based	Ludewa, Njombe, Dar es Salaam, Kasulu	PETs & Advocacy
BAKWATA	Core Partner	Faith Based	Kilindi, Bagamoyo,	PETS

			Korogwe	
TCRS	Strategic Partner	Faith Based	Kishapu, Kibondo, Ngara	PETS
ELCT-ECD	Core Partner	Faith Based	Zanzibar (Unguja and Pemba), Rufiji, Dar es Salaam & Mkuranga	PETS
ELCT- Mbulu	Core Partner	Faith Based	Hanang and Mbulu	PETS
ELCT-NED	Core Partner	Faith Based	Lushoto	PETS
ELCT- KARGW	Core Partner	Faith Based	Karagwe	PETS

Source: NCA (2013)

1.2 Purpose of the Evaluation Study

The purpose of the NCA evaluation is to conduct an independent evaluation study focusing on its Resources and Finance thematic area of work for the last 4 years. The TOR underlines that despite notable achievements registered by the program as reflected in regular monitoring and evaluation, there are still gaps that have to be addressed in order to improve on the quality of governance of public resources at the local or community level.

1.3 Broader objectives of the study

1. Assess the extent to which NCA's work has contributed or improved the knowledge and motivation of FBOs to engage in good governance and accountability for poverty eradication in Tanzania.
2. Analyze the extent to which NCA's work and support contributed to strengthening FBOs as institutions to engage in development projects.

3. Assess the extent to which NCA's support to interfaith approach has contributed or improved the knowledge and engagement of FBOs in poverty reduction activities at the community level.
4. Assess the extent to which NCA's work has contributed to cluster III of Tanzania's NSGRP
5. Assess the extent to which NCA's choice of partners has contributed to success/challenges in the program.

1.4 Specific tasks

The evaluation team was tasked to undertake an independent assessment of NCA's work through its partners in Tanzania for the past four years (2011-2014) and to assess the impact of the partners and added value of NCA.

2. EVALUATION METHODOLOGY

This evaluation adopted conceptual and participatory techniques; a mixed method design employing both qualitative and quantitative techniques but the qualitative component constituted the major approach. The approach ensured that relevant stakeholders were involved in the evaluation processes.

As provided in the TOR, the study involved desk research and field visits to some of NCAs partner operational areas, where the activities under the Resource and Finance are being undertaken. In collaboration with NCA Tanzania country office, the evaluation team identified the study sites as indicated in table 2 below.

Table 2: Districts, Partners and the number of PETS committees covered during the evaluation study

Partner	District	Sampled PETS Committees¹
CCT	Dodoma	CCT management
	Kilosa	4 (19)
TEC	Mbozi	3(11)
	Karatu	3(3)
BAKWATA	Korogwe	3(3)
ELCT – ECD	Rufiji	3(6)
ELCT - Mbulu	Hanang	3(13)
TCRS	Kibondo	3(12)
HAKIKAZI Catalyst	Arusha	HAKIKAZI Catalyst staff

2.1 Data Sources and Sampling Strategies

The assessment relied on a combination of primary and secondary data sources. This allowed for the evaluation study to target a wide range of actors with a stake in NCA’s **Economic Justice program** particularly thematic area of Resources and Finance. Primary quantitative and qualitative data on programme were collected from a sample of stakeholders. On the other hand, secondary sources entailed a range of programme documents. **Table 3** below presents both primary and secondary sources of data consulted during the assessment.

¹ The figures in bracket indicate the total number of PETS in the respective district

Table 3: Primary and secondary data sources

PRIMARY DATA SOURCES
Partner organizations and selected projects and target-groups.
The resource partners
Local government authority
District Interfaith committee
NCA country representation.
Programme donors
SECONDARY DATA SOURCES
NCA Country Programme Tanzania (2011-2015).
Global Strategic Plan of NCA (2011-2015)
Agreement RNE and NCA with annex 1.
NCA Tz 2011-2014 actual project list.
NCA Tz Annual Activity Plan 2011, 2012, 2013 and 2014.
Strategic plans and recent evaluations of our current partners.
Project documents and budgets for NCA projects 2010-2014.
Other relevant documents.
Humanitarian Accountability Framework (HAP)

2.2 Sampling Strategy

As for the study area, NCA and the consultant agreed on sample areas that adequately and sufficiently represented the NCA Tanzania resource and finance program in a manner that most of the programme areas and all partners were represented in the study. Purposively, programme areas with PETS committees were covered by the study, and at least one district in for each of the partner organization was targeted. Table three below summarizes the tools, data sources and sample per district (for study districts and partners see table 4).

Table 4: Summary of methods/tools, source of data and study participants

Method/Tool	Source of data	# per district
FGDs	District interface Committee	1 per district
	PETS Committee	Minimum of 3 per district
IDIs	Representatives from Resource Partners	2
	Local Government Officials	2
	Programme Officers from Partner Organizations	At least 1
	Representatives from NCA	At least 2
	Representatives from Donors	2
Questionnaire	Beneficiaries: Members of IR-VIKOBA, Members of PETS	Between 20-30 from selected districts
Checklist of capacity development	PETS committees	Sampled PETS committees

2.3 Methods of Data Collection

This evaluation started with a secondary data review followed by field visits. Program documents such as program reports and baseline data provided indicators and results that have been achieved so far in the program. Data collection techniques were classified into two groups namely analytical and participatory techniques. What follows are the specific methods of data collection.

2.3.1 Comprehensive Desk Study

The desk review involved a review of program documents including program proposals, strategic and operational plans with timelines, special reports, findings from other audits or performance evaluations, information systems, processes for data collection, analysis and feedback, and other appropriate documents as indicated on table 4 above.

2.3.2 Situational assessments and participatory techniques

The evaluation team visited some sampled sites for consulting partners and make assessment of ongoing programmatic activities and initiatives on the ground. The assessment entailed observation, informal interactions with staff; and in depth interviews with key informants. The main tools to be used will be in-depth interviews, informal discussions direct observation and experience sharing.

a) In-depth Interviews

One-on-one in depth interviews of key informants (KII) were conducted with employees within the organization, including the NCA management, monitoring and programme staff, programme officers, district coordinators and facilitators from the partner organizations. Others included LGA staff, Development Partners as well selected programme beneficiaries. Interview schedule and issues/themes were developed by the consultants in line with the evaluation objectives.

b) Informal discussions

Informal discussion served as a tool to follow up on interviews, desk reviews and observation. Such follow ups were facilitated during field work through direct interactions with participants and through phone calls out of field.

c) Direct observation

Direct observation formed a critical tool during situational assessment. Evaluation team observed institutional dynamics for evidence of claims and documentation about on-going NCA initiative and program efforts. Messages, interpersonal relations, roles, pictorial messages and general institutional culture served as important pointers in assessing NCA, its staff, stakeholders and their partner institutions.

d) Structured interviews

The evaluation team also collected data from a total of 97 beneficiaries mainly members of PETS and IR-VICOBA from four districts. Whereas 46 respondents were female, and 51 males (see table 5 below). The idea was to complement on the information generated from other methods particularly on the impact of the programme activities in terms of transforming target population. The distribution of respondents by district is presented in table five below.

Table 5: Respondents by districts

District surveyed	Number of respondents
Korogwe	15
Hanang'	20
Karatu	24
Kibondo	38
Total	97

Source: Evaluation study, 2014

2.3.3 Data analysis

Data analysis was done along four major areas of the evaluation as indicated in table 6 below. However, the analysis was done at three levels whereby the first level of analysis involved an analysis of the findings from individual partner organization and other stakeholders covered by the study. This was then followed by a combined analysis of the information from the partner organizations and other sources to capture common and different patterns. The third level entailed situating the findings from the second level analyses into the bigger picture of the R&F programme and NCA at large. The findings presented in this report are mainly based on the third level of analysis.

Table 6: Key assessment issues at project and program levels

Assessment Issue	Areas to be assessed/ explored
Relevance	<ul style="list-style-type: none"> ✓ The extent to which the programme is suited to the priorities and policies of the target group, recipient and donor ✓ To what extent are the objectives of the programme still valid ✓ Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives? ✓ Are the activities and outputs of the programme consistent with the intended impacts and effects?
Effectiveness	<ul style="list-style-type: none"> ✓ Assessing outputs effect on outcomes. ✓ Measuring the extent to which the programme activities attain programme objectives with reference to R&F 5 year plan and logframe ✓ To what extent the planned outcomes are being achieved? ✓ What were the major factors influencing the achievement or non-achievement of the objectives? ✓ Is the target group experiencing the planned change?
Efficiency	<ul style="list-style-type: none"> ✓ Were activities cost-efficient? ✓ Were outputs achieved on time? ✓ Was the programme implemented in the most efficient way compared to alternatives?
Sustainability	<ul style="list-style-type: none"> ✓ Assess the extent to which the benefits of the programme can continue after NCA and partners phased out the programme and hence donor funding ceased

3.0 FINDINGS OF THE EVALUATION

This section presents the findings according to the five thematic areas of the evaluation and along with the main objective of the evaluation. The evaluation themes include; relevance, effectiveness, efficiency, and sustainability. Evidence is sought from both primary and secondary data to justify the arguments raised.

3.1 Relevance

In regards to relevance, the programme evaluation was set out to assess the extent to which the objectives of the project are consistent with beneficiaries and Tanzania's priorities. Is the project consistent with Government of Tanzania priorities and strategies regarding good governance and accountability?

The programme is consistent with Tanzania's priorities and strategies regarding good governance and accountability and poverty alleviation as documented in Tanzania's vision 2025, Big Result Now, the National Strategy for Growth and Reduction of Poverty (NSGRP), hereafter phrased by its Kiswahili acronym MKUKUTA. Accountable governance and accountability constitute Cluster III of the NSGRP / MKUKUTA. Similarly, the National Framework on Good Governance (NFGG) underscores the importance of accountability, transparency and integrity in the management of public affairs. It covers a wide range of issues, which have a bearing on good governance, and sets out the conditions under which accountability, transparency and integrity can prevail. In that respect, the R & F programme works towards empowering citizen to demand integrity and accountability from duty bearers. This is highly relevant within the framework of sustainable development which promotes the engagement and involvement of beneficiaries as agents of change rather than mere recipient.

Equally the programme is relevant to Donor priorities and funding trends. For instance, the objective of the ACT program which funds R&F program states clearly that "ACT is an organization which started with the main purpose to empower citizens to be able to ask the government questions related to governance".

The program is also consistence with thematic priorities of the Norwegian Embassy in Tanzania and the global discourse on accountability and good governance of many development partners operating in Tanzania including the USA, UK, Finland and Netherland who have committed significant resources to enhance accountability and citizen participation at the local government level.

More importantly, the programme addresses a genuine development problem in Tanzania where public funds allocated for development projects are to larger extent channeled to the local government authorities. Due to the fact that corrupt practices are more or less endemic among the duty bearers, public resource invested in social services provision and development projects often does not translate into significant improvement of lives of the people in communities. This is coupled with limited public participation and access to information related to budget resource allocation and expenditure. In such a context, initiatives geared towards empowering citizens to demand for integrity and accountability from office bearers are highly called for.

3.2 Effectiveness

As far as effectiveness is concerned the evaluation has assessed the effect of outputs on outcomes and more specifically the extent to which the programme activities attain programme objectives (with reference to R&F 5 year plan and logframe). In addition, assessment is made on whether or not the target groups are experiencing the planned change. To situate the assessment in a context it is important to highlight the programme objectives and theory of change.

According to the current NCA Tanzania 5 year plan (2011-2015), the sole aim of NCA's public resources and finance program is to "mobilize local communities, FBOs and religious leaders to engage in monitoring and demanding accountability". It is anticipated that through this programme NCA Tanzania will transform the target population in the country into "vibrant people and communities that actively seek information and are aware of what is going on in their community as well as taking part in decision making processes and demanding explanations and justifications as to how resources are allocated and utilized in their respective community for sustainable development". This is in line with the programme's theory of change which is grounded in the view that "development and accountable governance is achieved when people and communities are empowered to know their rights and duties as responsible citizens, and are able to demand the rights and hold leaders accountable when their rights are denied".

What follows is an assessment of the programme performance in a temporal framework. Overall the programme is implemented in a very effective manner in many respects despite some pertinent room for improvement.

3.2.1 Resources and Finance Performance in 2011

The goal for the year 2011 was to have FBO's and citizens mobilized, trained and influencing decision making, Tracking Public Resource and Governance at local level.

Progress made toward achieving the outcome

- 80 Public Expenditure Tracking committees were formed making cumulative number of 229.
- 32 Master trainers received advanced skills in conducting PETs
- Public Expenditure Tracking manual was prepared
- Motivation for citizen to engage in PETs increase with citizen reporting that they have seen the value of engaging their local leaders to demand for accountability
- Several PETs Committees conducted PETs exercises throughout the country recovering significant amount of money that was to be misused.
- Over 990 District interfaith coordinators were training on using interfaith approach to development.
- At least 20 media workers were trained on using FBO media for advocacy.
- At least 40 program officers from FBOs were trained on outcome mapping and accountability,
- Over 100 VICOBA group members trained on accountability.

3.2.2 Resources and Finance Performance in 2012

The overall goal for 2012 was to reach out to 2,148 right holders, build capacity of PETS committees, to conduct PETS, mentoring of existing PETS committees to instill morale and reinforce commitment to engage in PETS and demand for information to be displayed on public notice boards, mobilize villages to demand for village assemblies and to accompany village PETS Committees to deliver their reports to the respective organs. In addition, NCA supported production of PETs training Manuals, Newsletters, documentaries and dissemination for wider advocacy.

Progress made toward achieving the overall goal

- 42 PETs master trainers were re-trained and equipped with skills on photographic; evidence based on documentation using still and motion cameras. The training developed the capacity of participants to record evidence of misuse public resources at local level and sharing of the documented evidences as short photo stories which were printed into the PETs newsletter and distributed among local communities.
- NCA staff and partners visited and providing mentoring to 7 PETs committees in Bagamoyo.
- NCA staff visited 9 PETS committees in Chunya, 12 in Same, 6 in Kilosa 13 in Bahi to conduct needs assessment
- 30 PETS facilitators were trained in Manyoni through BAKWATA
- NCA developed PETS manual that is used to facilitate training on how to conduct PETS
- Resource partners also developed their manual
- Using ICT for monitoring governance and accountability
 - ✓ NCA initiated skills training on using the internet and social media to establishment of Citizens platforms (blogs) at community level. The first cohort of trainees was selected from Geita District in Mwanza and Temeke District in Dar es Salaam.
 - ✓ A total of 27 community bloggers have been trained on basic internet skills and community blogging.
 - ✓ As an outcome of the training, a community blog, "*Jicho la Jamii*" was established as a pilot exercise.

3.2.3 Resources and Finance Performance in 2013

The strategic aims for the year 2013 spread along four strategic areas: Having FBOs organized and their capacity built to engage in advocacy for integrity and demand for social development; Having FBOs, Religious leaders, citizens demanding integrity and challenging public leaders to demonstrate integrity and delivery of services for a common good, Having FBOs; Religious leaders, families and religious communities fulfilling their roles as schools and centers of formation of the character of integrity and finally having influential individuals (religious leaders, politicians etc) and organizations in their model roles and capacities condemning corruption and advocating for national integrity.

Progress made toward achieving the objectives and the outcomes

- Supporting capacity building trainings and skills development for FBOs, FBO staff and Religious leaders to engage in advocacy on integrity and governance.
 - ✓ Cumulatively until the end of December a total of 30 grassroots media actors were trained
 - ✓ During the training, each of the media actors managed to edit their stories which were compiled to produce the latest issue of the PETS Newsletter which was issued in April 2013.
- Supporting FBOs and religious leaders to conduct trainings tracking and Social Accountability Monitoring of Public Resources at Community level: In 2013 the prime focus for NCA's support was towards enabling partners to revive the previously dormant PETS, mentoring and accompanying weak PETS committee and motivating the active committees to engage in further PETS tracking.
 - ✓ 27 partner program staff and district facilitators attended a higher level PETS training for 5 days
 - ✓ Two PETS committees were formed one in Kishapu and another one in Rufiji
 - ✓ By the end of December support and mentoring were done to existing 15 PETS committees scattered throughout the country in order to improve the ongoing tracking processes.
- Organization of the National Interfaith PETS Forum PETS Caravan
 - ✓ The National Interfaith PETS forum and the Youth PETS caravan were aimed at mobilizing more support for PETS committee members and showcasing their work. Two major activities were organized at both national and local levels- the caravan which ran through from Dar es Salaam, Korogwe, Lushoto and Same was meant to mobilize the communities in the respective districts to engage in governance processes and demand transparency and accountability in public spending. The caravan involved a total of 22 youth from Dar es Salaam and across the country. Prior to the caravan the youth were trained for 5 days on PETS, accountability and good governance and the role of the youth as key agents of change.
 - ✓ Msambara Village committee received refresher course to enhance their skills in PETS
- Training of FBOs , religious leaders and Communities on using social media for advocacy on governance
 - ✓ In 2013 the activities supported included skills training on using the internet and social media for establishment of Citizens platforms (blogs) at community level.
 - ✓ The first cohort of trainees from Tememe district have established a Youth Community writers centre at Mtoni Kijijchi. The trained youth have established two social sites like *rasilimalijamii* face book page whose followers has been increasing over the months.

3.2.4 Resources and Finance Performance in 2014

The strategic aims and objectives have largely remained the same over the past period, although some slight reformulations were made in early 2014 to respond to both local and national demands. These reformulations have made the aims and objectives sharper and clearer. These are: (1) Having Religious leaders and FBOs organized and their capacity built to engage in advocacy for accountability and integrity; (2) Having FBOs, Religious leaders, citizens as faith

constituencies demanding accountability, integrity and social development; (3) Having FBOs, Religious leaders and faith communities fulfill their roles as centres of character formation for a culture of integrity and accountability; and (4) Having influential religious leaders and faith organizations in their model roles and capacities condemning corruption, injustice and advocating for national integrity. Under Resources and Finance; these strategic objectives and outcomes were planned to be achieved through supporting FBOs implementation of the following broad areas:

- ✓ Supporting capacity building trainings and skills development for FBOs, FBO staff and Religious leaders to engage in advocacy on integrity and governance
- ✓ Supporting FBOs and religious leaders to conduct Public Expenditure trainings, tracking budget expenditure and Social Accountability Monitoring of Public Resources at Community level
- ✓ Training and facilitating of FBOs , religious leaders and faith Communities on using social and community media for advocacy on governance and accountability

Progress made toward achieving the objectives and the outcomes

- 7 Programme officers were trained on O and OD; 70 Programme Officers who attended the Partners Implementers Team meeting were trained on reporting on outcomes, OM training was provided to facilitators and Committees in Moshi – 40, Karatu – 20 and Hanang – 20.
- NCA conducted a Gender Audit of its activities and based on these findings the capacity of program staff and partners has been built. The major findings were used to facilitate gender mainstreaming to partners programmes
- The number of PET's committees reached 211 from 227 recorded at the end of 2013, the decrease in the numbers being attributed to partners focusing on strengthening and reviving existing committees, while at the same time due to nature of PETs committees that have accomplished their mission are phased out
- In an effort to strengthen the local democracy and boost local participation in governance and monitoring of public resources NCA started integrating PETs with other participatory planning and democracy approaches. So far a pilot training on Opportunities and Obstacles to development (O&OD) was initiated in Rufiji district.
- Use of social media to mobilize youths with a view of promoting active citizenship and awareness raising particularly through Facebook. As shown in the following links:-
 - ✓ https://www.facebook.com/youthcantanzania?ref_type=bookmark FBpage#
 - ✓ <https://www.facebook.com/groups/225838327528182/> Group jicho la jamii
 - ✓ <https://www.facebook.com/groups/581909351852550/>
 - ✓ <http://youthcantz1.blogspot.com> # YOUTH CAN blog. These social sites are becoming centers for discussion, information sharing and knowledge

A few points are worth underlining in as far as the effectiveness of the programme implementation is concerned. First, although NCA has a training manual the assessment found out that partners have their manuals too, There is variation in term of training and umbers of days used for training; some partners did training for three days while other did for five days. In the past NCA had a newsletter, which was used to share information among the partners and the public at large but has not been released for some time following the need to restructure the same. For the sake of effectiveness, the need to harmonize and have standard principles and procedures in PETS training and implementation cannot be ignored.

Second, based on subject interviews, we concluded that the most effective form of training provided to the PETS committee was that obtained from partnering with HAKIKAZI Catalyst in the PETS process. PETS committees members participated in the designing of the PETS process alongside Hakikazi Catalyst employees. Hakikazi and the PETS commitees also jointly developed the PIMA Card used in the PETS reports, In addition to training HAKIKAZI supported PETS committee while on the field to pass through and possible barriers, they also supported the committees to share their result with local government these activities reflect the transfer of skills from Hakikazi to PETS Committees.

Third, FBO leaders interviewed told the evaluation team that there were problem with funds flowing from NCA for their projects, particularly for the past four years they have witness a delay of up to three moths when they should arguably have taken only days after signing grant agreement, which made longer-term institutional partnerships more challenging. Some implementers said this impacted the quality of work done because they are force to rush into accomplishing activities agreed up between NCA and the partners and not concentrate on quality output especially in the last quarter of the year. However, clarifications were made by NCA officials that the financial processes have changed beginning 2014 where planning and contractual issues will now be done as early as possible to allow for disbursement of funds at the beginning of the year

Fourth, capacity building for active citizenship is one of the Resources and Finance program objectives. Results from interviews with local government officials show that NCA-funded initiatives have been able to raise citizen awareness on their rights and other issues that affect their lives. Demand for basic social services was reported being relatively high compared to two or more years ago. In some instances, the influence of R&F Program in local government decision-making may not be direct but still there are potential for citizens' participation in local government decision making (see table 7 below). Nonetheless, the challenge ahead is on how to sustain the momentum.

Table 7: Citizen Participation in collective action

Participation in governance	Females (%) N=46	Males (%) N=51
Ever been a leader (chairperson)	17.8	28
Member in school board	32.6	38
Member in village committee	18.32	40
Volunteer or work in public projects	84.8	82.2
Participation in village or ward work plan preparation	37.8	60.8
Member in farmers association or primary society	13.6	25.5
Question function of village government	40	76.5
Attend civic education trainings	32.6	43.1
Participated in holding government officials accountable	30.4	47.1
Membership in SACCOS or Micro credit institution	63.6	61.2
Membership in income generating groups	52.2	70.6

Source: Evaluation study, 2014

Fifth, programme monitoring is critical to the effectiveness of programme implementation. Two rounds field visit are conducted each year across all 45 districts where NCA Partners are implementing their work. The annual NCA- Tanzania monitoring cycle is being used as a regular feature of NCA'S annual plan. The findings from the site visits are shared by the partners during PIT, PAG and APC meetings. We learned that, the selected output indicator of the program seeks to measure the number of right holder involved in budget monitoring and tracking public expenditure. The right holders as described in NCA reports included local communities, mobilized around local village assembly as an organ for enforcing accountability at the local level².

Sixth, there are concerns on the part of some partners in regards to how the spirit of partnership can be compromised through communication and coordination practices. For instance, a few informants from partner organizations were concerned about incidences of not having the opportunity to fully participate in the monitoring exercise mainly because of the short notice given

² NCA-Tanzania annual country narrative report 2012

to the partners. Others were dissatisfied with the tendency of some NCA staff to directly contact the IR-VICOBA, PETS committee coordinators or Master trainers i.e by-passing the bureaucracy within the respective partner organization which is against the spirit of partnership between NCA and the Partner FBOs. Nevertheless, it is important for partners to understand and accept that in its effort to grasp and oversee what is happening on the ground, NCA might want to cross-check with actors who have a direct link with the target groups.

Lastly, is about media engagement in anti-corruption and good governance. It is beyond doubt that community journalists play an important role in combating corruption by monitoring government and private sector activities. NCA conducted a training program for selected community members with a hope that these will become media actors and help to report on issues of IR-VICOBA and PETS. The extent to which the media actors are deployed and used to generate news is questionable. For example, in some districts trained media actors/ journalists were given Cameras to document issues of corruption or mismanagement that would be uncovered by the PETS committee. Although some media actors have done a commendable job, several others have not been able to do anything on the pretext that they were not facilitated financially.

3.3 Efficiency

Under this important area of the evaluation process several aspects have been assessed in terms of whether and to what degree resources such as funds, expertise and time have been used appropriately. By extension, the assessment also highlights alternative ways through which resources could be used more efficiently to achieve the intended results. Assessment is also made in terms of how the partnership strategy has influenced the efficiency of the R&F initiatives.

Overall, the implementation of the NCA's Resources and Finance Programme activities is done in a remarkable cost-efficient manner except in a few but critical fronts. Assessment of the budget allocated to the programme in relation to what has been achieved indicates the potential of proper resource management in maximizing outcomes even with limited financial and human resources. The financial reports show that financial resources allocated for the programme have increased and echoed in the programme activities both in terms of geographical coverage and governance outcomes at local and national levels.

Geographically, by mid 2014 the PETS activities were considered active in 28 districts spread out in both mainland Tanzania and Zanzibar (show map or table) under the facilitation of Faith Based partners (see NCA Periodic Report January-June 2014).The report further points out to the dynamics inherent in PETS where although the number of PETS committees had increased from 149 to 227 in 2013 before it declined to 211 in June 2014. The decrease in the numbers is attributed to partners and NCA's credible emphasis on strengthening and reviving existing committees, while at the same time phasing out PETS committees that have accomplished their

mission. PETs work has recorded some success in some areas, although its progress remains slow and facing multiple resistances from duty bearers. Nevertheless, a significant number of citizens have been exposed to, and capacitated to demand for accountable governance. The confidence, commitment to and the positive results/outcomes of interrogating practices of mismanagement of public resources done by public office bearers are vivid both the findings generated by the evaluation team during the field visits and from the review of programme documents (see table 7 above). The only challenge however, is on how to sustain citizens' willingness to participate in public affairs without claiming direct and self- benefit, a question discussed at length in the subsequent sections of the report.

In the overall framework of NCA Tanzania, R& F program contributes to the Selected Output Indicator (SOI) which measures the number of right holder involved in budget monitoring and tracking of public expenditures. As documented in the revised Country Programme 2011-2015, currently the initiative is in 19 districts, the majority of these districts are rural. It was also reported that about 90% of the villages in the districts where the programme is active has formed PETS village committees, representing a significant milestone in improving local demand side of accountability.

In terms of governance activities particularly public expenditure tracking, notable increase in the number of PETS committees established by the programme is hard to ignore. PETS committees set up and coordinated under the auspices of the programme have increased over time from 149 to 227 in 2013 before it declined to 211 in June 2014 as indicated above.

Perhaps more important to note with respect to efficiency of the programme, is the performance and results attained by the established committees. Most of the committees have proved to be active in tracking public expenditures at local and district levels and have registered varied success. While some have managed to hold their leaders accountable for mismanagement of public funds, other pushed for recovery of misappropriated public funds for development projects, and yet many others have played significant role in overseeing successful accomplishment of development projects which would otherwise have not been completed.

The manner in which PETS activities are undertaken and supported further shed lights on the degree of efficiency of the programme. Although most if not all PETS committees have been established by the village/street assembly, very few committees have been giving feedback of what they do to the village assembly. Indeed, there is a strong sense among many PETS committee members and leaders to consider themselves more answerable to the PETS coordinators at various levels. Likewise, the present modality of PETS training and support have to a greater extent sidelined the supply side of accountability i.e. the local government leaders. The assessment indicates that although local government leaders are involved at the initial stage of forming PETS committees, the leaders are not exposed to accountability training so as to understand the essence and principals of PETS as one among other tools essential for them to discharge their duties. This explains one of the concerns reiterated by many of our informants that some of the local government leaders are actually limiting the success of PETS committee activities.

In terms of support, apart from training at the initial stages and (limited) follow up trainings as well as provision of stationeries for some committees, PETS committees are not very well supported to efficiently accomplish their responsibilities. For instance, some committees were not equipped with basic supplies such as stationeries, some had only received one training, and majority had no financial resources to facilitate tracking activities especially those which involved travelling away from the respective villages/towns. In the same vein, limited efforts have so far been directed towards mentoring the committees and other groups in order to maintain motivation and enhance capacity to track public resources in their respective committees.

In regards to the temporal dimension of efficiency, the assessment establishes that there are both timely and untimely delivery of programme activities related to PETS. For instance, initial trainings on PETS are often conducted immediately after the formation of the PETS committees. However, subsequent capacity building trainings and interventions to equip the trained committees with necessary means to carry out their responsibilities can be delayed for various reasons. Whereas some reasons emanate from problems of coordination, administration, and capacity within the respective implementing partners, others sound more systemic and enmeshed into power relations between implementing partners and NCA on the one hand, and the nature of financial processes within NCA and its donor(s) on the other. Although delays in disbursement of funds can be systemic and NCA may have no or limited influence in changing it, such delays have far reaching implications as far as the efficiency of programme implementation is concerned as noted earlier on. In concrete terms, it was reported that delayed disbursement forces partners to squeeze in their work plan, and at times condense some of the programme activities in order to catch up with the overall annual work plan. Such adaptation strategies are understandable but can affect the quality of results.

Equally important in the assessment of efficiency is an analysis of collaboration and synergies between the different programmes/pillars, and partners. Essentially, NCA Tanzania cherishes an integrated approach which encourages cross-fertilization between programmes. Indeed, this is one of the NCA’s country and programmes design and implementations underlying pillars namely “complementarity of programs rather than compartmentalization or departmentalization or disjointness of programmes” (see NCA-Tanzania, Annual Country Narrative Report, 2012:3).

Although integration is vivid in the NCA’s practices of programme administration and monitoring as well as among few partners, the situation on the ground leaves a lot to be desired. To be sure, IR-VICOBA groups are considered to be a vehicle or platform through which other preprograms such as PETS can be mainstreamed but this has so far remained more of an untapped potential. This was evident in the fact that there have been limited efforts to integrate or mainstream PETS as a tool for social accountability and governance into IR-VICOBA. This is despite the fact that some of member of PETS are at the same time members of IR-VICOBA (see table 9 below). In other areas, activities for each of the programmes are coordinated by a different coordinator and target different people.

Table 8: Group membership related the NCA programme initiatives

Membership	Female (%) N=46	Male (%) N=51
VICOBA	15.2	47.1
Paralegals	8.7	5.9
PETS committee and VICOBA	10.9	5.9
VICOBA and paralegals	6.5	2

The challenge ahead is how to forge out a credible and efficient model of integration one that would not compromise the ultimate goals of the respective programmes on the one hand, and the overall country programme on the other. In this regards the evaluation team suggests several recommendations to be considered (see recommendation section below).

3.4 Sustainability

As with any initiative of this type; results will only be sustainable where there is political will and support from the citizens and government through policies and practice at the national and local levels. As of now sustainability of the program results is directly linked to continued support of the program activities by NCA and partners and other donors. While the financial support provided to some PETS committees have helped the committees to track and report on the misuse of public resources, it is worth realizing that such support carries a substantial risks of future weakened committee if this level of support cannot be maintained. This means that the present approach or model of doing PETS have so far not been able to create a sense of ownership of the process on the part of citizens. In addition, individual members of the committees have not yet developed a strong belief in collective action against the misuse of public resources. Generally speaking, PETS initiatives do not seem to be sustainable and would simply be dormant or inactive in the programme area in case NCA stops funding or working to implement PETS in the respective areas. This is a major risk of sustainability that the programme should continue grappling with.

Nevertheless, the assessment acknowledges that some efforts have been taken to increase sustainability – namely, trained Master Trainers to act as future instructors for training seminars. However, the short duration of these training sessions and lack of follow-on training raises questions over the amount of information that will be retained by participants in the long term. Most of these training sessions took place over a relatively brief period, 3-5 days. Given the concerns expressed by some of the Master trainers with the duration of training, the prospects for sustainability may be affected.

Another potential sphere to enhance and sustain accountable governance is grounded in the NCA's attempt towards integrating its programmes. For instance, the livelihood component of the programme implements the IR-VICOBA in which members are by and large self motivated to participate in the group activities because of the immediate economic returns. Here, there is a great potential for mainstreaming PETS initiatives in a more sustainable manner as underlined in the recommendation section of this report.

The engagement of the local authorities from the lowest level such as the village, ward and district authorities is another critical dimension towards making the programme sustainable. This is essentially because local government leaders are among the key players in the efforts to enhance integrity and accountable governance. This is because the leaders are not only at the supply side of accountable governance but also they can influence the enabling environment for continued PETS initiatives.

The approach used in implementing the programme through FBOs is another potential for sustaining the programme initiatives. Basically, integrity is highly cherished in most if not all religious teachings. Importantly, FBOs are permanent structures (but dynamic in terms of practices) and have access to large constituencies. Above all, religious leaders are listened to and represent institutions with the potential to challenge and counter-balance injustice (NCA Tanzania Revised 5 Year Plan 2013). The immediate question however, is to what extent is accountable governance grounded in the right based approach is mainstreamed into religious teachings and practices based on morality.

Equally important, the evaluation team has earmarked that there is no clear exit strategy in place to inform on how programme results and benefits can be sustained beyond the lifespan of the NCA intervention in the respective areas. This is true for the NCA programme office and the partners. As such there is need to put in place sustainable strategies to ensure that the achievements and lessons gained are not only scaled up but also sustained.

3.5 Emerging issues and lessons

Several issues and lessons emerge from the assessment of the Resources and Finance Programme in the context of NCA Tanzania's country programme. The issues/lessons cut across multiple but interrelated realms of the programme cycle. Whereas some of the issues and lessons are unique to programme approaches and strategies adapted by NCA Tanzania, others are more pragmatic. While some have a lot to do with individual actors involved in the programme, others are more structural and interwoven into specific and larger contexts.

i. Partners and Partnerships

This is perhaps one of the critical aspects in the implementation of the NCA's programmes in Tanzania. This is in keeping with the expectation that by design NCA does not directly implement most of the programme activities but work with partners particularly Faith Based Organization (FBO) and selected resource partners, and strategic partners. As such, the assessment has noted that success of NCA's programmes largely rely on the performance of partners. For that matter, it requires some efforts on the part of NCA to ensure consistence and persistent follow up on or rather monitoring of the performance of the respective implementing partners.

Apparently, NCA Tanzania's implementing partners are both stronger and weaker in varied aspects essential for programme implementation. Whereas some have stable and effective structures and processes required for successful programme implementation, others are striving to develop and enhance such capacities. As such, working with diverse partners provides both opportunities and challenges. Fortunately, NCA Tanzania has strategically been tapping the opportunities and grappling with the challenges.

Even when the partners are strong enough, they need to be closely monitored because they often run several other projects under different funders who may have more demands from the same partners. Since there are only few staff at the NCA Tanzania national office, and taking into account the geographical spread out of NCA's programmes in the country, to assume that the small team of NCA staff can effectively handle monitoring of all projects in an efficient manner is to assume too much. The team was also informed about the tendency among some partners to over report success in order to command a clout in negotiating more funds

For instance, the evaluation team noted issues of mismanagement of project funds especially by partners not following the agreed standards of operation. Some of the informants

interviewed raised concern over the capacity of some partners in managing the programme funds. Since NCA has limited scope for selecting partners, attempt to take stern measures may affect the programme in many respect. It is commendable that NCA has devised mechanisms to control mismanagement such as auditing but it remains to be seen if such measures are effective. For instance NCA have reduced funding to the partner so as to curb the mismanagement of project funds by some partners but this is often at the cost of the target groups and the programme at large. It follows therefore that intensive capacity building ought to be availed to partners with weak management and administrative structure and limited skills.

Nonetheless, it is naive to expect that FBOs which are increasingly encouraged to actively venture into realms of accountable governance would immediately perform their seemingly new roles both effectively and efficiently. Actors mandated to implement the NCA programmes often have to negotiate with the organization structures and culture within the respective FBOs. In effect, the pace at which NCA expects the partners to change may seem slower but understandable. Thus, capacity building to close gaps in programme management and administration should be an ongoing endeavor.

Equally important, discussions with the partners reveal that partners are generally appreciative of the NCA programme and the general perception towards partnership is positive. However, common concerns from across partners had a lot to do with NCA's monitoring and communication practices on the one hand, and the unfulfilled desire for adequate funding that partners wish to receive from NCA. Perhaps a common frustration voiced across partner organizations was on the recurrent mismatch between proposed work plan and what is finally funded by NCA.

Perhaps another challenge in terms of partnership is on how to make partners compliment rather compete one another. Although partner organizations are active in different districts, there is still a sense of competition. This is reflected in the regular reports produced by the partner organizations as well as during the PIT, PAG and APC meetings. It was reported to and observed by the evaluation team that sometimes there is over reporting in order to paint a picture that the respective partner organization is performing better compared to others. This is done to justify more funding from NCA. It must however be noted that genuine competition geared towards performing better than others is a good thing and ought to be rewarded (and NCA is actually doing this already) with a view of motivating others to perform better. Therefore, partners should be encouraged to learn from one another so as to allow for cross-fertilization for the sake of benefiting targeted communities or beneficiaries and the performance of the programme. On their part NCA programme officials ought to subject reports from partners under rigorous scrutiny to ensure that what is reported is in line with the reality on the ground.

ii. A conceptual dilemma yielding practical dilemmas

There is an inherent conceptual dilemma in how PETS has been approached in favour of developing institutions/structures such as PETS committees rather than using PETS as a tool for accountable governance. Some of the practical dilemmas are reflected by common concerns from PETS committee members on the need to be paid allowances so as to actively participate in holding duty bearers accountable. Contrary to the right based approach cherished by NCA, there is a glaring lack of the sense of ownership towards public resources which in turn reduces the degree of commitment to demand accountability from the duty bearers. Consequently, right holders (committee members) ask for payment in order to use their right to hold duty bearers accountable which in turn creates a serious dependency on the programme. This has far reaching implication on the extent to which the programme is attending to its theory of change as well as its ultimate contribution to the NCA Tanzania's programme. To be sure, the R&F programme intends to contribute to development and accountable governance which is only possible through collective actions of empowered and vibrant/responsible citizens and communities that can demand their rights and hold leaders accountable when their rights are denied.

Another practical dilemma is related to PETS trainings, which to a greater extent seem to have emphasized on institutionalization of the committees rather than building a sense and urge for citizen to demand their rights, and willingness to pursue public affairs not for private gains but for public interests. In addition, institutional challenges encountered by the committees in the course PETS practices along with aspirations to be institutionalized; committee members voiced the need to have identity cards or letters of identification. Although this is a potent concern, it sheds light on the shortcomings in the content of the PETS training. For instance, many members of PETS committees were not aware of the Guidelines for PETS and government circulars on the same; despite the fact that the guidelines articulate mandates of the citizens, committees, and local authorities in as far as PETS practices are concerned.

iii. Missing links in programme intervention, coordination, and organization

The evaluation has uncovered several gaps in the intervention, coordination and organization of the NCA Tanzania R&F programme, which ought to be addressed in order to realize high level results;

- ✓ The intervention strategy focuses mainly on the “demand” side of accountable governance but largely sidelines the “supply” side of accountable governance³. In specific terms, local government authorities such as village leaders are key partners in PETS but often not targeted in capacity building on how to adequately discharge their duties. This result in misconception of PETS activities and at time acting as barriers to PETS activities. Since the ultimate goal of the programme is not simply accountable governance as an end in itself but a means towards sustainable development, it is pertinent to address both the “supply” and “demand” side of accountability.
- ✓ The district interfaith committee constitute an essential structure for mentoring and backing up initiatives related to R&F programme but they have not yet received due attention. With few exceptions, district interfaith committees are either absent or very weak and not aware of what is going on programme activities in most of the districts. This is despite the fact that ideally the District Interfaith committees are expected to provide more support, nurturing and linkages to the village PETs committees, and in some instances accompanying the committees to the law enforcement bodies.
- ✓ Although there are efforts to allow different stakeholders to participate in the planning of the programme priorities and activities annually, the predominance of top down approach is hard to ignore in many respects. On the one hand, some partner organizations were concerned that they have limited room to shape the programme agenda proposed to them by NCA given their core role as implementing partners. On the other hand, key decisions on programme activities are reached through the convectional approach whereby NCA negotiate with key actors at the implementing partners’ head quarters hoping that this will cascade down to the lower levels and beneficiaries but this is not always the case. Notable cases were reiterated in regards to planning and budgeting processes whereby it was striking to see most coordinators and members of the DICs were not aware of the program budget or plans for their respective districts. Consequently, such program plans often do not address the real needs.
- ✓ Monitoring of the R&F programme is interwoven in a complex multilayered system both within NCA and the partner organizations. Apart from the biannual monitoring visits conducted by NCA staffs, quarterly progress reports from partners is another monitoring mechanisms. In addition, NCA staffs participate in most of the big

³ The other dimension of R&F programme entail National Advocacy on Extractive industries but the focus of the present evaluation was mainly on the PETS component.

activities held by the partners. The evaluation team was informed that the recently developed monitoring framework of NCA strives to accommodate global, national and local demands but still ensure that the ultimate goal of the programme are not compromised. In practice, the endeavour gets more complicated taking into account that different actors have different ways of relating to the monitoring frame and its demands. Whereas programme officers within NCA are more concerned with scoring against the programme indicators, the monitoring section of NCA struggles to see how specific the programme achievement contributes to the broader NCA framework. Most of the implementing partners have capacity gaps in undertaking programme monitoring.

- ✓ Remunerations for district coordinators involved in the implementation of the programme vary across partner organizations, and in some cases not paid on time. The evaluation team was informed that in principle the coordinators and facilitators were not entitled to receive salaries but monthly allowances upon submission of their monthly reports. There were also few exceptions such as TCRS whose coordinators and facilitators are salaried. Although this may sound unproblematic, it has a lot to bear on the effectiveness and efficiency of the programme implementation;
 - ✓ Coordinators from different partner organizations share their experiences hence there is a sense of being demoralized among those who find that they are lowly paid compared to others in the same position
 - ✓ A concern among several coordinators and facilitator that their allowances are often delayed. It was striking to note that some coordinator would wait for up three and six months to get the allowances.
 - ✓ The uncertainty surrounding the payment justifies the observed tendency among some district coordinators to consider coordination of programme activities as secondary. This means that they devote most of their time on primary sources of their livelihood so as to support themselves and their families. It is no wonder therefore that sometimes there is a mismatch between what is reported and what is actually taking place on the ground.
- ✓ There is a huge potential for using IR-VICOBA as a sustainable platform to mainstream PETS as a tool for accountable governance at the grass root level. This was unanimously confirmed across the section of informants and respondents consulted during the assessment. As reiterated earlier, this is in consonant with NCA Tanzania country programme strategy. It is perhaps high time to enhance the processes and concretise strategies for tapping the aforesaid potential.

- ✓ Despite the fact that gender is considered as a cross cutting issue, it is not clear as to how the R&F programme is integrating gender issues. Gender aspects are only reflected on numbers of men and women when establishing PETs committee and IR-VICOBA groups. Addressing gender issues in the context of accountable governance needs a more differentiated approach one that goes beyond mere presence of men and women in certain structures but deals with gender injustice and inequity as they play out in public expenditure.

iv. Contextual factors

The actual implementation of R&F programme takes place in real contexts that shape the performance of the programme in many ways. Indeed most of the above issues/lessons are situated in certain contexts. Nonetheless, a few contextual factors are worthy highlighting as follows;

- a) Management practices and administrative structures of the programme are strongly influenced by the overall organization and management principles of the partner organizations with minimal room for NCA to interfere. In situations where the programme officers, the district coordinator(s), and community facilitators work as a team, the programme performs better than in areas where there is no team work. Although tensions between the aforementioned actors were reported to be endemic in some of the partner organizations than in others, there are obvious programme management and administrative gaps that need to be redressed. However, this would require a context specific approach in the sense that partner organizations have different management and administrative styles.
- b) Accountable governance is a new field for most of the implementing partners of the programme. As such it is important to also consider that through the R&F programme FBOs have the opportunity to learn, integrate and adapt to issues of accountable governance without compromising their core duties. Thus, the low uptake and associated shortcomings are understandable but promising.
- c) In connection to the above, religious actors in most of the implementing partners organizations struggle with the tension between the logic behind right based approach advocated by the programme on the one hand, and the logic of religious morality cherished by their faith on the other. This explains the flexibility (double standards) playing out in dealing with some of the sensitive issues in attempt to fit into their local contexts.
- d) FBOs and communities still, lack access to information and face resistance/hostility from local leaders when requesting information and tracking

public expenditure. This is coupled with unclear referral systems or networks. Interestingly, NCA's recent review of its programme has acknowledged the above fact and intends to strengthen links between PETS committees with resource partners to mentor and accompany the PETS committees in undertaking some tracking exercises, strengthen the district interfaith committees to nurture the PETS committees and liaise and link the PETS committees with law enforcement agencies like the Prevention and Combating of Corruption Bureau (PCCB) and district police officers (NCA Tanzania 2013).

4 RECOMMENDATION

Based on the above discussion of findings as well as the issues and lessons emerging from the assessment of the findings, the evaluation team recommends the following;

- i. NCA Tanzania should strive towards enhancing integration and collaboration between its core programs in order to realize the potentials for complementarity/cross-fertilization. Specifically, PETS, IR-VICOBA and Paralegals could work better together rather than standing alone as separate entities.
 - ✓ Both IR-VICOBA and Paralegals can be a vehicle for accountable governance in the villages/towns.
 - ✓ Consider extending training on PETS to Paralegals and IR-VICOBA as a means to mobilize many rights holders to demand accountability from duty bearers-increased constituencies of active citizen to back up PETS committees in accomplishing their duties
 - ✓ IR-VICOBA should be trained on PETS to serve as entry points into mainstreaming the culture of demanding accountable governance. By extension, values of active citizenship ought to be mainstreamed into the IR-VICOBA manuals
- ii. Resource partners responsible for training and mentoring PETS committees should de-emphasize the present notion of PETS as institutions in their own right; rather a tool for accountable governance. This is an important step towards sustaining PETS initiatives.
 - ✓ A joint meeting/workshop between NCA and all resource partner is need to harmonize discrepancies and redress shortcomings in the curriculum for PETS training

- iii. Consider joint training on accountable governance that will involve PETS committee and village leaders. This will help village leaders to work well with PETS Committee hence improve on both the “supply” and “demand” side of accountability.
- iv. It is important to encourage networking beyond the frontiers of NCA given that partner organizations have their own networks. However, efforts should be done to address contradictions arising from such engagement without compromising programme initiatives.
- v. It is important to establish, strengthen and empower the district interfaith committees in line with their core duties.
 - ✓ Models of interfaith committees like the District Management Board of TCRS can be adapted in areas where it is difficult to set up a DIC
 - ✓ Consider organize learning forums for district interfaith committees to meet and exchange ideas. This could be done in zone to enable the committees me meet regularly and share key issues that will help to strengthen the committees in each district and increase responsibility because they will note that at one time they will need to report to the peers
 - ✓ Foster linkages between National and District Interfaith Committees as means to bolster complementarity and create referral systems for the DICs
 - ✓ Conducting an annual joint meeting is one way and organizing zonal meetings for DICs where the NIC is invited is another
- vi. NCA should facilitate PETS committees to communicate their finding to the LGAs. Perhaps this could be done through a public forum like IR-VOCOBA day or tete to tete with the ministry responsible for local government.
- vii. Building capacity of PETS committee to mainstream gender in its undertakings by exposing them to at least some basic on gender budgeting etc.
- viii. Consider conducting a participatory training needs assessment along with taking stock of potentials and capacity gaps specific to all partner organizations as a base for evidence based capacity building strategy.
- ix. Enhancing capacity for programme monitoring both within NCA and among partner Organizations- beyond the programme indicators as means to particular ends rather than ends in themselves.

- x. Encourage participatory planning of programme activities to accommodate and harmonize the views and needs of stakeholders at all levels. This can promote transparency and accountability within the implementing partners and improve on the effectiveness and efficiency in the implementation of programme activities.
- xi. District coordinators and facilitators are the linchpin of NCA programme implementation in the respective districts hence they should be rewarded accordingly for them to devote time and efforts into the programme. Although NCA may not wish to interfere with the remuneration policies of respective partner organizations, it is paramount to emphasize the importance of motivating and retaining programme staff as a strategy towards attaining high level results.
- xii. For the sake of negotiating relevance at the community level, NCA programme intervention strategy should consider incorporating strategic interventions beyond accountable governance. For instance, in areas where it is hard for communities to engage in PETS or IR-VICOBA due to the fact that such activities compete with the need to search for basic services such as water, it is sensible to consider supporting water projects in such communities.

5. REFERENCE

- NCA Country Programme Tanzania (2010-2015).
- Global Strategic Plan of NCA (2010-2015)
- Agreement RNE and NCA with annex 1.
- NCA Tz 2010-2014 actual project list.
- NCA Tz Annual Activity Plan 2010, 2011, 2012, 2013 and 2014.
- Project documents and budgets for NCA projects 2010-2014.

6. ANNEX

6.1 NAME OF PARTICIPANTS IN THE EVALUATION

A. Rufiji District Costal Region

Bungu B village-FDG

S/No	Name	Sex	Title	Village
1.	Mohamed Musa Mketto	Male	V.E.O	Bungu B
2.	Mwanaidi Rashidi	Female	Member	Bungu B
3.	Shamte Omari Mikoi	Male	Chairman PETS committ ee	Bungu B

Msafiri Village-FDG

S/No	Name	Sex	Title	Village
1.	Mwangia Salum Kingambe	Male	Chairman	Msafiri
2.	Bakari Kuyela	Male	V.E.O	Msafiri

Paralegals- Bungu- FDG

S/No	Name	Sex	Title	Village
1.	Adamu J. Bakari	Male	Chairman PETS Committ ees	Bungu
2.	Samwel Julius	Male	Secretary	Bungu
3.	Ashura Jupege	Female	Member	Bungu
4.	Maua Mpendu	Female	Member	Bungu
5.	Zena Makunganya	Female	Member	Bungu
6.	Hawa Ngunjulu	Female	Member	Bungu

Bungu A Village- IR-VICOBA FDG

S/No	Name	Sex	Title	Village
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1.	Bakari Pazi	Male	Member	Bungu A
2.	Mohamed Sefu	Male	Chairman	Bungu A
3.	Hadija Kiwope	Female	Treasury	Bungu A
4.	Mayasa M. Nganaburo	Male	Member	Bungu A
5.	Salome S. Kimbebibwe	Female	Secretary	Bungu A
6.	Side H. Mgone	Male	Member	Bungu A
7.	Ashura M. Mkwaya	Female	Secretary	Bungu A

B. Korogwe District -Tanga Region

One on one interview

1	Zuberi Taratibu	Male	Member DIC	Korogwe
2	Rev. Canon Joseph Mhina	Male	Member DIC	Korogwe
3	Athumani Said Chamhingo	Male	Volunteer-Facilitator	Korogwe
4	Juma Mhina	Male	District Coordinator	Korogwe
4	Jackson T . Bilay	Male	Village Chair	Kwamndolwa
5	Jeremiah Matia	Male	VEO	Kwamndolwa

Kwamndolwa PETS Committee-FDG

S/No	Name	Sex	Title	Village
1.	Hatibu A.Semkiwa	Male	Chairman	Kwamndolwa
2.	Esther George Mihambo	Female	Member	Kwamndolwa
3.	Mary Zawadi	Female	Member	Kwamndolwa
4.	Athumani S. Funga	Male	Member	Kwamndolwa
5.	Emili Antoni	Male	Member	Kwamndolwa

Kwakombo PETS Committee-FDG

S/No	Name	Sex	Title	Village
1.	Mikidadi Mohamed	Male	Member	Kwakombo
2.	Simon Matias Mapunda	Male	Chairman	Kwakombo
3.	Mwajuma Masalu	Female	Member	Kwakombo
4.	Hadija Warizi	Female	Member	Kwakombo
5.	Steven Mohamed	Male	Member	Kwakombo
6.	Frank Michael	Male	Secretary	Kwakombo
7.	Lulu Sangali	Female	Member	Kwakombo

8.	Samwel Ngoma	Male	Member	Kwakombo
9.	Mwajuma Msindo	Female	Member	Kwakombo

One to one Interviews- Kwameta, Korogwe

S/No	Name	Sex	Title	Village
1	Amil Chizango	Male	PETS Commit tee Chair	Kwameta
2	Mwanahawa Juma	Female	PETS Commit tee Member	Kwameta
3	Juma Said Hamza	Male	Village chair	Kwameta

Korogwe DIC-FDG

S/No	Name	Sex	Title	Village
1.	Rev. Joseph Mhina	Male	Chair	Korogwe
2.	Juma Mhima	Male	Secretary	Korogwe
3.	Juma Shemdoe	Male	Member	Korogwe
4.	Pastor Moses Shemweta	Male	Member	Korogwe
5.	Shehe Ally Zuberi	Male	Member	Korogwe

C. Hanang District Manyara Region

One on one interview

S/No	Name	Sex	Title	Village
1	Goma Gwaltu	Male	Programme Officer	ELCT Mbulu
2	Darabe	Male	District Coordin ator	Mbulu/Hanang'
3	Martha Laurent	Female	Assistant district Coordin ator	Hanang'
4	Leo Stephano	Male	Coordinator	Gendabi Ward

5	Maria Hando	Female	PETS Commit tee Member	Gidagamowa
6	Jicharo Giyam	Male	PETS Commit tee Member	Gidagamowa
7	Jackson T Buay	Male	Village chair	Gidagamowa
8	Jeremiah Matia	Male	VEO	Gidagamowa

Dang'aida Villge- FDG PETS Committee

S/No	Name	Sex	Title	Village
1.	Fausta Saria	Male	Member	Dang'aida
2.	Dumbeta Roida	Female	Member	Dang'aida
3.	Matias Ginyoha	Male	Member	Dang'aida
4.	Julius Damian	Male	Member	Dang'aida

One on one interview

S/No	Name	Sex	Title	Village
1	Vicent Nonay	Male	Village chair	Danga'ida
2	John Boay	Male	VEO	Danga'ida
3	Charles Qwari	Male	Village Chairma n	Gendabi
4	Humphrey Kweka	Male	ELCT Diocese Secretary	Mbulu/Hanang

Gendabi village –FDG , PETS

1	Adam Paul	Male	PETS member	Gendabi
2	Wilbroad Idd	Male	PETS member	Gendabi
4.	Leo Stephano	Male	PETS member	Gendabi

D. Karatu District- Manyara Region

One to One interview

S/No	Name	Sex	Title	Village
1.	Anthony Zacharia Bajuta	Male	District coordinator	Karatu

IR-VICOBA-Ganako Village, FGD

S/No	Name	Sex	Title	Village
1.	John Bayo	Male	Teacher	Ganako
2.	Ester Simon	Female	Member	Ganako
3.	Godfrey Pamhili	Male	Member	Ganako
4.	Lazaro Leo	Male	Member	Ganako
5.	Stela Lucian	Female	Member	Ganako
6.	Tarima Barar	Male	Member	Ganako
7.	Cecilia Pius	Female	Member	Ganako
8.	Antony Bujute	Male	Member	Ganako
9.	Josephat Naali	Male	Member	Ganako

Qurus Village-FDG

S/No	Name	Sex	Title	Village
1.	Jacob Duahang	Male	Chairman	Qurus
2.	Rose Daniel	Female	Secretary	Qurus
3.	Clement Masai	Male	Member	Qurus
4.	Christopher Tlatil	Male	Member	Qurus
5.	Elise Jaston	Female	Member	Qurus
6.	Moses Bayo	Male	Member	Qurus
7.	Godson Sulle	Male	Member	Qurus
8.	Paulo Martine Panga	Male	Member	Qurus

Gongali village-FDG-PETS Committee

S/No	Name	Sex	Title	Village
1.	Petrolina Josephat	Female	Member	Gongali

2.	Mary Sabasi	Female	Member	Gongali
3.	Frank Lukay	Male	Member	Gongali
4.	Emmanuel Tango	Male	Secretary	Gongali

Rhotia Kati village-FDG-PETS Committee

S/No	Name	Sex	Title	Village
1.	Anna Anthony	Female	Member	Rhotia Kati
2.	Peter Elipang	Male	Member	Rhotia Kati
3.	Yuditha Charles	Female	Member	Rhotia Kati

Karatu Interfaith Committee, FDG

S/No	Name	Sex	Title
1.	Fr. Nestory Bombo	Male	Deputy chair
2.	Ms. Catherine Dafi	Female	Secretary
3.	Mch.Martine Timechai	Male	Member
4.	Agnes John	Female	Member
5.	Farida Abdul	Female	Member

E. Mbozi District –Mbeya Region

One on one interview

S/No	Name	Sex	Title	Village
1.	John Simon Mwale	Male	Coordinator	Mbozi District

Mbozi District Interfaith Committee, FGD

S/No	Name	Sex	Title
1.	Feruz Aman Nyaluz	Male	Secretary
2.	Mch.Simkonga Rojas	Male	Member
3.	Stella Mwayego	Female	Member
4.	Mwila Hashimu	Female	Treasury
5.	Mch.Danken Mwambahimbuge	Male	Vice chairperson

IYULA PETS Committee, FGD

1.	Immanuel Kawanga	Male	Chairman
2.	Kenyatta M Msimwa	Male	Member
3.	Enes Limon	Male	Member
4.	Piason Twiyere	Male	Member
5.	Emelina Mwamango	Female	Member-IR-VICOBA
6.	Madunguzi Waston	Male	Member
6.	Esta Agwolorise Mwaitumire	Male	Member
7.	Paston Kita	Male	Member
8.	Peter Mwakaliga	Male	Secretary
9.	Adanso A Mwampamba	Male	Member

Songambebe Village - FDG

S/No	Name	Sex	Title	Village
1.	Emma Tanga	Male	Chairperson	Songambebe
2.	Emmanuel Yarande	Male	Member	Songambebe
3.	Omari Mwazumbe	Male	Member	Songambebe
4.	Rahab Saidi	Female	Member	Songambebe
5.	Martin Mkondye	Male	Member	Songambebe

Nsenga Village - FDG

S/No	Name	Sex	Title	Village
1.	Mashaka M. Shalonde	Male	Chairman	Nsenga
2.	Salla T. Mwafongo	Male	Secretary	Nsenga
3.	Nedi A. Mwedengu	Male	Treasury	Nsenga
4.	Soman T. Shupa	Male	Member	Nsenga
5.	Kejole C. Mwampase	Male	Member	Nsenga
6.	Merida S. Mwambongo	Female	Member	Nsenga
7.	Pascal A. Swila	Male	Member	Nsenga
8.	Rahel J. Mgwaza	Female	Member	Nsenga
9.	Albert Tuzo	Male	Member	Nsenga
10.	Queen Shaben Paralegal	Female	Member	Nsenga

Ichesa Village

S/No	Name	Sex	Title	Village
1.	Exekiel A Kanyange	Male	Chairperson	Ichesa
2.	Amon Shura	Male	Secretary	Ichesa
3.	Asha Ntenga	Female	Member	Ichesa

4.	Sikujua S.Silwimba	Female	Member	Ichesa
5.	Flora Bukuku	Female	Member	Ichesa
6	Ested J. Mgara	Male	Member	Ichesa

F. Kilosa District Morogoro Region

Zombo Village - FDG

S/No	Name	Sex	Title	Village
1.	Nasib Kindamba	Male	Member	Zombo
2.	Rajabu Tegamwili	Male	Media Actor	Zombo
3.	Mathew Boniface	Male	Chairperson	Zombo
4.	Ally Chayumwe	Male	Member	Zombo
5.	Hamis Juma	Male	Member	Zombo
6.	Salma Isack	Female	Member	Zombo

Mandera Village - FDG

S/No	Name	Sex	Title	Village
1.	Zawadi Hamis	Female	Member	Mandera
2.	Stephen Chilongole	Male	Member	Mandera
3.	Abdallah Msenga	Male	Member	Mandera
4.	Ibrahim Lukindo	Male	Chairman	Magole
5.	Hassan Changi	Male	Secretary	Magole
6.	Salma Kandogoro	Female	Master Trainer	Magole

Mabana PETS committees

S/No	Name	Sex	Title	Village
1.	Salome Mbilinyi	Female	Chairperson	Mabana
2.	Athuman Bori	Male	Secretary	Mabana
3.	Mashehe Shomw	Male	Member	Mabana
4.	Simon Joseph	Male	Member	Mabana
5.	Edward Wiliam Kasubu	Male	Member	Mabana
6.	Rashid Abdallah	Male	Member	Mabana
7.	Salum Ahamed	Male	Member	Mabana
8.	Leonce Senyagwa	Male	Member	Mabana
9.	Maria Mabula	Female	Member	Mabana
10.	Paulo Ngwesa	Male	Member	Mabana

G. Kibondo District, Kigoma Region

One to one interview

S/No	Name	Sex	Title	District
1.	Mr. Terry Rafael	Male	Coordinator	TCRS, Kibondo
2.	Felix Maleko	Male	Field Officer	TCRS, Kibondo

Village leaders, Kigogo, FGD

S/No	Name	Sex	Title	Village
1.	Bedcam Bitali	Male	VEO	Kigogo
2.	Thomas Henry Mbolo	Male	Member	Kigogo
3.	Justine Edwin	Male	Member	Kigogo
4.	Cosmas Bultare	Male	Member	Kigogo
5.	Grayson Amons	Male	Member	Kigogo
6.	David Bunoko	Male	Member	Kigogo
7.	Filtebet John	Male	Member	Kigogo
8.	Pastori Liberatus	Male	Member	Kigogo
9.	Mch. Shedrack Fanya	Male	Member	Kigogo
10.	Remedius Michael	Male	Member	Kigogo
11	Elicia Fumungu	Female	Member	Kigogo
12	Leticia Mohamed	Female	Member	Kigogo
13	Thomas N. Thomas	Male	Member	Kigogo
14	Chemoreedla Shula	Female	Member	Kigogo
16	Happiness Kapele	Female	Member	Kigogo

PETS KASONGATI AND KIGA

S/No	Name	Sex	Title
1.	Wilson Bambala	male	member
2.	Vitus Seshau	male	secretary
3.	Jilles kautila		Chair person
4.	Meshack Gabwel	male	member
5.	Oliver Jambo	female	member
6.	Kurusumu Rugumliza	female	member
7.	Jovanesss lulelekana		member
8.	Justina mbhinika	female	member
9.	William kamwali	male	member
VICOBA KASONGATI AND KIGA			
1.	Kurusumu Rugumliza	female	member
2.	Beatrice Makulilo	female	Member
3.	Mariana Kanyoni	female	member
4.	Osward Julius	male	member
5.	Dioniz Pius	male	member
6.	Diana Stanlay	female	member
7.	Saanne daud	male	member
8.	Magreth Kaloli	female	member
PETS KIGOGO			
1.	John Samweli Ndambanganiwe	male	Chair person
2.	Samuel Kapera	male	member
3.	Festo Bukendekende	male	Member
4.	Editor Wandu	female	Member
5.	Eina Petro	female	member
VICOBA KIGOGO			
1.	Festo Bukendekende	male	secretary
2.	Petro Sambui	male	Chair person
3.	Kalebo Pius	male	member
4.	Buchingula lwehelin	Male	member
5.	Elinard Juma	male	member
6.	Damas Ntonona	male	member
7.	Javed Juma	female	member
8.	Mbonipha Francisco	female	member
9.	Felista Willium	female	member
10.	Constancia lucas	female	member
11.	Eliana Petro	female	member
12.	Veredrana Lucus	female	member
13.	Adelina Sevelin	female	accountant
14.	Lydia Rafael	female	member
15.	Joyness Mashungu	female	member

16	Justina Mashungu	female	member
PETS LUSOHOKO			
1.	Linus January	male	secretary
2.	Christina joseph	female	member
3.	Febronia Mbogoye	female	member
4.	Rosemary Laurance	female	member
5.	Patric Bufunyungu	male	Member
VICOBA LUSOHOKO			
1.	Linus january	male	secretary
2.	Christina Joseph	female	member
3.	Febronia Mbogoye	female	member
4.	Rosemary Laurance	female	member
	Patric Bufunyungu	male	member

H. RESOURCE PARTNERS

HAKIKAZI CATALYST

S/No	Name	Sex	Title
1.	Evance Abdallah	Male	Program Officer
2.	Emmanuel Kalonga	Male	Executive Director
3.	Johanes Msuya	Male	Program Officer
4.	Amanulas Kibona	Male	Program Development Coordinator

CETA

S/No	Name	Sex	Title
1.	Fidelis Safari Minja	Male	Program Officer

1. Other Participants

CCT –Dodoma-FDG

S/No	Name	Sex	Title
1.	Saimon Meigairo	Male	M&E –Program Officer
2.	Gassan Magese	Male	Program Officer
3.	Dismass Sambala	Male	Program Officer
4.	Rev. Leonard Mtaita	Male	Secretary General

One on one interview

1.	Gloria Baltazar	Female	Program Officer
2.	Peter Kihyo	Male	IR-VICOBA Facilitator

TEC-Dar es salaam-FDG

S/No	Name	Sex	Title
1.	Stephene Rusimbi	Male	Assistant Coordinator
2.	Dismas Kasambale	Male	Program Officer
3.	Dalphina Rubiema	Female	Gender specialist

Donors - Accountability in Tanzania-(AcT)

S/No	Name	Sex	Title
1.	Jaffet Makongo	Male	Governance Advisor

NCA Tanzania Country Office

One to one interviews

S/No	Name	Sex	Title
1.	Moses Kulaba	Male	Planning M&E officer
2.	Sarah Shija	Female	Program officer-Resources and Finance
3.	Francis Uhad	Male	Program officer-Resources and Finance
4.	Augustina Mosha	Female	Program Manager

6.2 TOOLS

A. Interview schedule(s)

Guiding questions for FGDs with representatives of District Interfaith Committees (DICs)

1. How has the DIC evolved in your district? (**probe** for trends in structure, membership, focus, activeness, acceptability etc)
2. How does the DIC interact or relate with I-VICOBA, PETS committees, and local authorities in the district? (probe for areas or spaces of shared interests, conflicting interests and how the latter are often managed, concrete examples: how have you assisted PETS ?)

3. How is the DIC empowered to perform its roles and fulfill its responsibility? (**probe:** for technical and financial capacities; areas where the committee still need capacity building and/or other support: source of support??)
4. What constitutes key achievement of the DIC in this district (**probe** for advocacy issues addressed, pending or at initial stage, success stories)
5. What real and potential dynamics and challenges that DIC face in executing its core roles/functions (probe for internal and external tensions/dynamics, any challenging experience: identity)
6. What perceptions exist among religious leaders with regards to their engagement in governance/accountability work? (**probe** for positive and negative perception, factors account for such perceptions)
7. What should be done to enhance and improve the performance of this DIC and the resource and finance component of NCA program at large?

Guiding questions for FGDs with Members of PETS Committees

1. How has the PET committee evolved in your village? (**probe** for trends in when they have been operational, structure, membership, focus, activeness, acceptability, how are they elected etc)
2. How do the PET committee members relate with other stakeholders? (**probe:** relation with village government, district council, NCA's partner organization(s), other CSOs; Oversight bodies (PCCB) **probe** for areas or spaces of shared interests, conflicting interests and how the latter are often managed)
3. When does PETS committee get involved?(probe on media actors)
4. Does the PETS committee give feedback to village assemblies? (probe: how effective are its recommendations)
5. How local government leaders view and perceive PETs and overall strengthening of local accountability (**probe** for village and district council leaders; Do they find it relevant? Are they collaborative? Why is it that in some areas local government leaders do not collaborate? What could be improved?)
6. How is the PETS committee empowered to perform its roles and fulfill its responsibility? (**probe:** for technical and financial capacities; areas where the committee still need capacity building and/or other support)
7. Which sectors have citizens been most interested in for the PETS committee to do tracking on?(**probe** for reasons or motives behind)
8. What constitutes key achievement of this PETS committee (**probe** for issues tracked addressed, pending or at initial stage, success stories, if not)
9. What real and potential challenges face the PETS committee in executing its core roles/functions (**probe** for internal and external tensions/dynamics, any challenging experience, concrete examples)

10. What should be done to enhance and improve the performance of this PETS committee, and the resource and finance component of NCA program at large? (reflection on specific strategies such as media)

IDs with Resource Partners, Local government officials and Programme officers

1. How do you perceive NCA supported interventions geared towards strengthening local accountability (probe for PETs, I-VICOBA, DIC; **probe** if he or she finds the interventions relevant, probe if he/she collaborate or support the interventions)
2. How do you relate with NCA, Partner organizations.
3. Are there areas where local government leaders do not collaborate and/or support the above mentioned interventions? (if yes **probe** for specific cases, reasons for lack of support, and what could be improved)
4. What do you consider to be key achievement of the NCA supported interventions (**probe** for PETs, I-VICOBA, DICs)
5. What accounts for the mentioned achievements? (**probe** for intervention approach, contribution of partner organizations, local government authority)
6. What real and potential dynamics and challenges that NCA supported interventions face (probe for internal and external tensions/dynamics, any challenging experience)
7. What should be done to enhance and improve the performance of NCA program at large? (probe for collaborative efforts, capacity building, etc)

B. Questionnaire

Questionnaire for Members of VICOBA/PETS/OTHER BENEFICIARIES

EVALUATION STUDY OF NORWEGIAN CHURCH AID: RESOURCES AND FINANCE THEMATIC AREA

Jina la mdodosaji.....Tarehe ya Mahojiano.....

Jina la Kijiji/mtaa..... Wilaya.....

Fomu ya Ridhaa

Ndugu, jina langu ninatoka taasisi ya Development Impact iliyopo Dar es Salaam. Nipo hapa kwa ajili ya kufanya tathmini ya utekelezaji wa miradi inayofadhiliwa na shirika la NCA. Tathmini hii inahusisha maongezi na baadhi ya watu katika jamii hii ili kupata mawazo yao. Wewe umechaguliwa kuwawakilisha wenzako katika suala hili. Ushiriki wako katika utafiti huu unategemea ridhaa yako, unaweza kuamua kutoshiriki au unaweza kuamua kutojibu baadhi ya maswali; unaweza pia kuamua kutoendelea na Mahojiano muda wowote ambao utajisikia kufanya hivyo. Hata hivyo, tunategemea kuwa utashiriki kikamilifu katika utafiti huu kwa sababu mawazo yako ni ya muhimu sana. Kama upo tayari kushiriki, majibu utakayotoa yatabakia kuwa siri na hayatatolewa kwa mtu yeyote mwingine. Majibu ya utafiti huu yatasaidia kuboresha jinsi ambavyo miradi husika inavyoweza kutekelezwa kwa ufanisi zaidi.

Usisite kuulia endapo unalo swali lolote juu ya utafiti huu

Upo tayari kushiriki?

- 1 Ndiyo
- 2 Hapana

SEHEMU A: TAARIFA ZA MHOJIWA

#	Maswali	Alama		
1	Jinsi ya mhojiwa	Mwanamke 1 Mwanaume 2	[]	
2	Una umri gani sasa?	Umri katika miaka _____	[]	

3	Unaweza kusoma na kuandika?	Ndiyo 1 Hapana 2	[]	
4	Kama ndiyo, ni kiwango gani cha juu cha elimu ulichowahi kufika?	Chekechea..... 1 Madrasa..... 2 Shule ya Msingi 1 to 4..... 3 Shule ya Msingi 5 to 7..... 4 Kidato cha 1-4..... 5 Kidato cha 5-6..... 6 Zaidi ya Sekondari, Ufundi/Chuo 7	[]	
5	Hali ya Ndoa <i>Dodosa: Wewe umeolewa/umeoa/ unaishi na mwenza, umetalikiwa/umetaliki, mjane au hujawahi kuolewa/kuoa</i>	Nimeolewa/Nimeoa 1 Sijawahi kuolewa 2 Ninaishi na Mwenza 3 Tumetengana si kwa talaka 4 Mtalikiwa/Mtalaka 5 Mjane 6 Nyingine _____ (Taja)	[]	
6	Unafanya shughuli gani kwa sasa kujipatia kipato?	Mkulima 1 Mfugaji..... 2 Mfanyakazi wa serikali 3 Mwajiriwa wa Sekta binafsi 4 Mfanyabiashara..... 5 Sina shughuli..... 6 Nyingine _____ (Taja) 7	[]	

7	<p>Dini yako ni ipi?</p> <p>[KAMA JIBU NI “MKRISTO” ULIZA “WA DHEHEBU GANI?”]</p>	<table border="0"> <tr><td>1. Mkatoliki.....</td><td>1</td></tr> <tr><td>2. Tz Assemblies of God.....</td><td></td></tr> <tr><td>3. Mpentekoste.....</td><td>2</td></tr> <tr><td>4. Msabato.....</td><td></td></tr> <tr><td>5. Mlutheri.....</td><td>3</td></tr> <tr><td>6. Muanglikana.....</td><td>4</td></tr> <tr><td>7. Muislamu.....</td><td>4</td></tr> <tr><td>8. Mpagani.....</td><td>5</td></tr> <tr><td>9. Sina.....</td><td></td></tr> <tr><td>10. Nyingine..... (Taja)</td><td>6</td></tr> <tr><td></td><td>7</td></tr> <tr><td></td><td>8</td></tr> <tr><td></td><td>9</td></tr> <tr><td></td><td>10</td></tr> </table>	1. Mkatoliki.....	1	2. Tz Assemblies of God.....		3. Mpentekoste.....	2	4. Msabato.....		5. Mlutheri.....	3	6. Muanglikana.....	4	7. Muislamu.....	4	8. Mpagani.....	5	9. Sina.....		10. Nyingine..... (Taja)	6		7		8		9		10	
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SEHEMU B: UTAWALA NA UWAJIBIKAJI			
<p>8. Mhojiwa ni miongoni mwa wanachama wa makundi yafuatayo:</p> <p>Kamati ya PETS1</p> <p>VICOBA2</p> <p>Paralegals3</p> <p>Nyingine (taja).....4</p>			
<p>8. Umewahi kupata mafunzo yoyote ya utawala bora? 1= Ndio 2=Hapana</p> <p>Kama hapana ruka swali la 10 mpaka</p>			
<p>9. Umepata mafunzo mara ngapi? (taja idadi)_____</p>			
<p>10. Mafunzo nini _____</p>			
<p>11. Mafunzo _____ yalitolewa _____ na _____ taasisi (taja)_____</p>			

12. Je yamekusaidiaje_____			

13. Je umewahi kufanya au kushiriki katika mojawapo ya shughuli au kazi zifuatazo			
		Ndio	Hapana
1	Kuwa kiongozi wa Kitongoji,kijiji, Kata	1	2
2	Kuwa Mjumbe wa kamati au bodi ya Shule	1	2
3	Mjumbe wa kamati yoyote ya serikali ya kijiji (mfano. Mazingira)	1	2
4	Kujitolea au kufanya akazi katika mradi wa umma	1	2
5	Kushiriki katika kuanda mpango kazi wa kijiji au wa kata	1	2
6	Mwanachama wa chama cha msingi /umoja wa wakulima	1	2
7	Kuhoji utendaji wa serikali ya kijiji	1	2
8	Amehudhuria mafunzo ya elimu ya uraia	1	2
	Kushiriki katika kuwawajibisha watendaji wa serikali	1	2
10	Mwanachama wa SACCOs au taasisi ndogondogo za fedha	1	2
11	Mwanachama wa kikundi chauzalishaji mali	1	2

Asante kwa ushirikiano wako