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Sida Decentralised Evaluation

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Evaluation of Save the Children's Child Rights Governance and Protection Projects in Tanzania – Mainland project

Final Report

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December 2014**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

CC	Children's Council
CDA	Community Development Assistant
CRC	Convention of the Rights of the Child
CRG	Child Rights Governance
CSO	Civil Society Organisation
DCC	District Children's Council
DED	District Executive Director
DFiD	Department for International Development, UK
ELCT	Pare Diocese of Same - Evangelical Lutheran Church of Tanzania
EU	European Union
FGM	Female genital mutilation
KINGONET	Kilwa NGO Network
LINGONET	Lindi NGO Network
MCDGC	Ministry of Community Development, Gender and Children
MoHSW	Ministry of Health and Social Welfare
MoEVT	Ministry of Education and Vocational Training
MP	Member of Parliament
MVC	Most vulnerable children
PEMWA	Patronage for Environment Management and Health Care
ROPA	Ruangwa Organisation for Poverty Alleviation
SC	Save the Children
TAJOC	Tanzania Association of Journalist Working for Children
ToR	Terms of reference
UPR	Universal Periodic Review
VEO	Village Executive Officer
WCC	Ward Children's Council
WEO	Ward Executive Officer
WHO	World Health Organisation

Preface

This report constitutes the *Joint External Final Evaluation of Save the Children projects on Giving Rights to the Silent Majority Children in Tanzania and Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar*, commissioned by The Embassy of Sweden in Dar es Salaam.

The evaluation assesses the project's *effectiveness, sustainability, relevance and efficiency*, of the project "*Giving Rights to the Silent Majority Children in Tanzania*".

Using the same terms of reference, the project "*Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar*" (2011-2014) was conducted in parallel to this evaluation. While the two evaluation processes were linked throughout, a separate report has been produced for each project.

The evaluations were undertaken between July to October 2014 by an independent evaluation team consisting of:

- Cecilia Ljungman (Team Leader)
- Kshsuma Mtengeti (Mainland team member)
- Annika Nilsson (Team Leader Zanzibar)
- Clement Mashamba (Zanzibar team member)

Quality assurance of the methodology and reports was provided by Ian Christoplos. Jessica Rothman was the Project Manager at Indevelop responsible for coordination and management of the evaluation's implementation.

The evaluation was managed by Indevelop and implemented jointly with Tana Copenhagen, commissioned through Sida's Framework Agreement for Reviews and Evaluations with Indevelop. Joyce Tesha was the Evaluation Manager at the Embassy of Sweden in Tanzania.

Executive Summary

The Embassy of Sweden in Tanzania commissioned external final evaluations of two Save the Children's (SC) projects in Tanzania – namely *Giving Rights to the Silent Majority – Children in Tanzania Mainland* (2009-2014) and *Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar* (2011-2014). The objectives of the evaluations are to:

1. Measure achievements and outcomes of the two projects;
2. Explore potential for sustainability and scale-up of developed approaches, practices and services
3. Provide recommendations for improving project quality and accountability to beneficiaries (especially children) and contribute to wider learning within Save the Children and among child rights actors in Tanzania.

This is the evaluation report for the *Giving Rights to the Silent Majority – Children in Tanzania Mainland* or Child Rights Governance (CRG) project. The project aims to ensure that child rights are enforced, that child rights violations are identified and addressed and that accurate media coverage of child rights informs and influences the national debate. It has been implemented in seven of Tanzania's 169 districts, five of Tanzania's 30 regions; and represents 7.6 percent of Tanzania's total mainland population.

The CRG Project was a relatively ambitious undertaking that has successfully combined strategies at the macro, meso and micro levels in Tanzania. It has achieved some **notable results** in a difficult area of work:

- At the macro-level, SC's systematic and **strategic approach to advocacy** – has been of solid quality. SC has been one of the key players in ensuring that child rights are included in the proposed national constitution. SC's notable contributions to this result include securing children's participation; ensuring that children's voices have been heard; and, lobbying and following up with Members of Parliament throughout the process. In the upcoming years, it is expected that a Constitutional Implementation Committee will be charged with harmonising national laws with the new constitution. In this context, civil society will have a critical role to play to ensure that child rights are adequately addressed.
- The fact that the **Children's Councils (CCs)** were established through a democratic process with a relatively good turnout and that the councils also undertake regular meetings, implement activities and have become recognised in the communities are formidable achievements. The CCs that SC supports are moreover recognised as among the most successful in Tanzania.

- SC's capacity building of and relations with **the media** has been beneficial for the child rights movement and effective in terms of improving the media coverage of child rights (quantity and quality) to inform and influence the national debate.
- The project's effort at **local government** level represents a methodical and consistent approach to developing and strengthening viable child rights systems at the local level. The work has been challenging and while significant progress has been achieved, considerable commitment will be required from local authorities to ensure sustained results.

There are two areas in SC's implicit theory of change (2009 project document) that have been insufficiently addressed by the project, and which would need attention in future child rights governance efforts:

- A sustainable and effective child rights governance system requires efforts towards strengthening of the **indigenous child rights CSOs** so that the child rights movement can actively hold duty-bearers to account regularly at all levels. The Tanzanian civil society child rights actors are particularly in need of this support. Strengthening Tanzanian civil society requires time, risk-taking, perseverance and a long-term perspective. Although the project has built the capacity of its implementing CSO partners, it has not addressed this aspect of a child rights governance system in a systematic and purposeful way. Indeed, as a comparatively strong actor among fledgling domestic CSOs, SC risks undermining the growth of the domestic child rights movement if comprehensive efforts to strengthen it are not taken. Furthermore, the project has missed opportunities to proactively promote synergies with other CSO efforts.
- **Local communities** – including parents, teachers, religious leaders and elders – need to be included in the child rights work so that children are supported in their council activities. Community level champions of children's rights are also important to hold authorities to account. Engaging with communities would also create opportunities for promoting positive disciplining/parenting and preventing violence (an area in which the project has at best only made modest progress so far). The project's awareness-raising efforts were introduced at a late stage and were not systematic or comprehensive.

An additional area that will need to be addressed in future child rights governance efforts is the **negative effects** of Children's Council members acting as local child rights monitors. This potentially puts the children at risk in terms of both safety and wellbeing and at worst is a form of child labour. Moreover, the function the children are performing is not in line with Tanzania's National Junior Council Constitution.

Recommendations for the Swedish Embassy

Given the focus of Sweden's Strategy for Tanzania and the expertise and experience of Save the Children, a **continued future partnership in the area of child rights governance would be relevant**. More effective and sustainable results and a more efficient implementation can be achieved through **longer-term programme support**.

Core support could be considered if other SC donors also agree to join a basket-funding mechanism. In addition to improving Tanzania's child rights governance and addressing child protection, the Swedish Embassy should consider strengthening the national child rights movement as an objective in itself so that government is held to account effectively. SC should thus be expected to concentrate its expertise on **facilitating** national and local level child rights processes and **strengthening the capacity** of the domestic child rights movement. The latter requires time, risk-taking, perseverance and a long-term perspective; as well as deepening partnerships – based on trust and mutual respect – with civil society actors.

Recommendations for SC

1. SC should aim to develop and nurture the capacity of Tanzania's child rights movement. Drawing on its solid organisation-wide experience and strong technical capacity, it should consider its **niche role** as that of a facilitator of child rights processes and active partner of domestic CSOs.
2. Building on successes of the multi-levelled (micro, meso and macro) strategies of the CRG Project, SC should develop an integrated longer-term programme – based on an explicit theory of change – in the area of both child rights governance and protection. The programme should include explicit aims to develop the capacity of civil society in the area of child rights and include specific objectives related to children's participation. It should also have the flexibility to allow SC to seize emerging opportunities.
3. SC's future work with Children's Councils should avoid having children performing the function of human rights monitors. SC should furthermore undertake a very solid **risk analysis** and adopt a strategy to mitigate unintended negative effects of its activities.
4. There are opportunities for SC to engage even more actively with other CSOs and child rights actors in Tanzania at national and sub-national levels – particularly in relation to **coordination, communication** and partnerships. This would include encouraging the use of **CCs as a platform** for engagement with other efforts at local level – e.g. child marriage, reproductive health and disabilities.
5. SC should develop clear and systematic strategies to raise awareness and foster champions for child rights and prevention of violence in **local communities**. This would involve targeting parents (especially fathers), elders, religious leaders and teachers. This should also involve the promotion of positive discipline.
6. SC should step up its efforts to abolish **corporal punishment in schools**. Working at national and sub-national levels, it should introduce to the school system the positive discipline approach to child development.
7. Given the complex web of actors that SC tries to influence through its work, SC should **explore outcome mapping methodology** for planning, monitoring, evaluation and learning.
8. In determining its **geographic coverage**, SC should prioritise quality over coverage and consider creating geographical critical masses that can be gained through working in more districts within the same region.

1 Introduction

1.1 BACKGROUND

The Embassy of Sweden in Tanzania commissioned external final evaluations of two Save the Children's projects in Tanzania – namely *Giving Rights to the Silent Majority – Children in Tanzania* (2009-2014) and *Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar* (2011-2014) in June 2014. The two projects are implemented independently from each other.

This evaluation report concerns the *Giving Rights to the Silent Majority Children in Tanzania Project 2009 – 2014* (hereinafter referred to as the child rights governance or CRG Project), a six-year project covering seven districts: Lindi (rural and urban), Kilwa, Ruangwa, Temeke, Handeni, Same and Arusha. The goal of the project is to contribute towards ensuring that children, especially the most vulnerable, in seven districts in Tanzania are able to claim their rights, identify innovative solutions and receive appropriate support from duty bearers. Save the Children implements the project through a combination of direct implementation and Tanzanian partner organisations. .

1.2 CHILD RIGHTS SITUATION IN TANZANIA

Over 50 percent of Tanzania's population are children. An estimated 10 to 12 percent of all under 18 are living in extremely vulnerable circumstances, mostly as a result of poverty which affects health, nutrition, education, citizenship and exploitation. Box 1 illustrates the size and range of some of Tanzania's child rights violations.

Tanzania has made remarkable efforts in domesticating the UN Convention of the Rights of the Child, the African Charter on the Rights and Welfare of the Child. Duties prescribed by the Law of the Child Act (2009) are wide ranging – care and protection of children, parentage, custody, maintenance, fostering and adoption, child labour, children in conflict with the law and regulations of residential placements for children, day care centres and crèches. However, operationalising these has been slow. One of the main shortcomings of the Law of the Child is that it does not prohibit early marriage for children or mention the institutional frameworks for monitoring the implementation of the law and financing mechanisms that are critical for fulfilment and realization of children's entitlements. Furthermore it does not abolish corporal punishment.

When it comes to child protection and safeguarding, there is no strong coordination across government and between sectors. Referral services for children between the legal system and other departments such as health, police and social services are gen-

erally poor. There is a dearth of knowledge and data on child protection issues. Where the data is available, it is poorly analysed. The justice system does respond appropriately for children in conflict with the law. Preventive and responsive services are under-resourced and they do not sufficiently reach all children, especially the most vulnerable children (MVCs). With violations against children either going unnoticed or unspoken of or being accepted as the norm, an aware and supportive public has yet to be mobilised in Tanzania.

Box 1: Status of Tanzanian Child Rights in Numbers

- 78% of children aged between 7 to 13 years are enrolled in **primary schools**. This may represent a declining trend since these figures were 84% in 2007 and 80% in 2010.
- The absolute number of **children with disabilities** in primary school has declined rapidly in recent years, as 36,585 pupils with disabilities were enrolled in primary school in 2010, but only 25,703 were in 2012.
- There has been **gradual improvement of MCH** in the last decade, particularly in the reduction of child mortality, malnutrition, and stunting, but many challenges remain. Overall child mortality rates have been reduced from 147 per 1000 in 1999, to 81/1000 in 2009-10. Child mortality rates are highest: among poor children, boys and with mothers under 20 or over 35.
- Coordination of the national nutrition programme is weak and implementation is very limited. **Malnutrition** is believed to be a contributing factor in 50% of children's deaths. Tanzania ranks third in **stunting** rates in sub-Saharan Africa, after Ethiopia and the Democratic Republic of Congo.
- The 2009 Tanzania Violence Against Children study found almost three-quarters of both females and males had experienced **physical violence** by a relative, authority figure, or an intimate partner prior to the age of 18.
- 26% of 15-17 year old females have experienced **physical and/or sexual violence**.
- Many respondents reported that girls are at risk of **poverty-related sexual exploitation**.
- **Children with disabilities** are believed to be abused more secretly and more frequently than other children, both physically and sexually.
- Over two million Tanzanian children are estimated to have experienced **abandonment or the deaths of both parents**.
- 5% of girls aged 15 years and 23% of girls aged 15-19 years start **childbearing**.
- Only 33% of female and 39% of male 15-17 year olds had a comprehensive **knowledge of AIDS**.
- With the exception of legally married girls aged 15 or older, it is a **crime** in Tanzania for (a) an adolescent boy to have sex with an adolescent girl; (b) adolescents to engage in homosexual activity of any kind; and (c) any girl to abort.

From various sources quoted in the SC/Plan Child Rights Situation Analysis 2014, 2nd draft.

1.3 PROJECT OVERVIEW

Save the Children (SC) began working in Zanzibar in 1986 and in mainland Tanzania in 1994. The head office is located in Dar es Salaam. It works in 21 regions of the Tanzanian mainland and 5 districts of Zanzibar Isles in the thematic areas of Child Protection, Child Rights Governance, Health and Nutrition, Food Security and Livelihoods and Emergencies. The Swedish Embassy is one of its most important donors, making up about 30 to 40 percent of SC's programme budget. Other donors – who mostly provide one-year grants – include USAID, the Centre for Disease Con-

trol, Irish Aid, EU, DFID/ UKAID, Reckitt Benckiser, UNICEF, WHO and a few trusts and foundations.

The CRG project has three objectives with corresponding outputs that are expected to be realised by the end of the programme:

Objective 1: Key decision makers at national and district levels enforce child rights through quality policies, plans, by-laws and resource allocation.

Outputs

- 1.1. Effective councils' coordination teams, resources and capacities in place for sustainable enforcement of child rights policies, plans and laws at the district level
- 1.2. Regional Child Rights Networks engaged with regional and district government to integrate and monitor child rights issues through district plan and budget
- 1.3. National laws and policies changed to support children's rights (ending early marriages and corporal punishment)

Objective 2: Child rights violations in the seven districts are continually identified and addressed through children's councils, CSOs and strengthened referral mechanisms at the district level.

Outputs

- 2.1. Children's Councils members elected, raising awareness about child rights, reporting on child rights violations to duty bearers, and supporting vulnerable children in accessing services in every ward in the selected districts.
- 2.2. Evidence gathered on child rights violations at the district level are used to inform planning and budget processes in the districts

Objective 3: From 2010, accurate media coverage of child rights and informs and influences the national debate.

Outputs

- 3.1. Media and CSOs engaged in advocating and promoting child rights by communicating to duty bearers and community on the needs and rights of the most vulnerable children (MVC).
- 3.2. Positive forms of discipline and ending of early marriages promoted in Tanzania mainland
- 3.3. Public awareness campaign in district designed, implemented and informs national awareness raising on children's rights

Save the Children implements the CRG Project through a combination of direct implementation, CSO partners and, in one district, a duty-bearer partner:

- *Ruangwa*: Ruangwa Organisation for Poverty Alleviation (ROPA),
- *Lindi*: Lindi NGO Network (LINGONET) and Patronage for Environment Management and Health Care (PEMWA)
- *Kilwa*: Kilwa NGO Network (KINGONET),
- *Temeke*: Temeke Municipal

- *Same*: Pare Diocese of Same - the Evangelical Lutheran Church of Tanzania (ELCT Same)
- *Arusha*: SC
- *Handeni*: SC

Table 1: Geographical Implementation of the CRG Project

District	Population*	No. of Wards**	Partner
<i>Arusha Region</i>			
Arusha	739,340	19	SC
<i>Kilimanjaro Region</i>			
Same	269,807	31	ELCT
<i>Tanga Region</i>			
Handeni	355,702	23	SC
<i>Dar es Salaam</i>			
Temeke	1,368,881	30	Municipal Council
<i>Lindi Region</i>			
Lindi Urban	78,841	20	LINGONET
Lindi Rural	194,143	30	PEMWA
Kilwa	190,744	21	KINGONET
Ruangwa	131,080	21	ROPA
TOTAL	3,328,538	195	

*Figures from Wikipedia, 2012 census. ** From SC Tanzania, based on 2013 district reports.

The project is implemented in seven of Tanzania's 169 districts, five of Tanzania's 30 regions; and represents 7.6 percent of Tanzania's total mainland population.

Save the Children conducted a baseline survey in the above mentioned districts in 2009 to assess the status of implementation of children's rights in the villages and wards by looking at the ability of the villages, wards and districts to identify and respond to child rights violations. The findings obtained formed the basis for the interventions. In 2011 Save the Children conducted a midterm evaluation to assess the progress made in the programme after two years of implementation.

1.4 OBJECTIVES OF THE EVALUATION

The objectives of the evaluation are:

4. Measure achievements and outcomes of the two projects;
5. Explore potential for sustainability and scale-up of developed approaches, practices and services;
6. Provide recommendations for improving project quality and accountability to beneficiaries (especially children) and contribute to wider learning within Save the Children and among child rights actors in Tanzania.

By assessing relevance, efficiency, effectiveness, sustainability and, if possible impact, the evaluation is expected to generate relevant findings, lessons, and recommendations which will inform future programme design in thematic areas of Child Rights Governance and Child Protection in the Tanzanian mainland and Zanzibar.

1.5 METHODOLOGICAL APPROACH

The two projects cover different topics in different geographical areas with distinct structures and contextual situations. Nevertheless, SC, the Swedish Embassy and the evaluation team recognised that there were some commonalities between the two projects and potential prospects for future linkages. As a result, the data collection of the two projects was undertaken in parallel, but the teams interacted closely while analysing and synthesising the data –allowing for comparisons and identification of areas for linkages and cross learning.

1.5.1 Data gathering

The approach was based on 3 sources of data – i) review of annual reports¹ and other relevant documentation; ii) district level visits; and iii) interviews/group discussions with stakeholders at ward, district and national level in Dar es Salaam/Zanzibar.

i. Document review

During the inception phase, the team noted that SC had prepared comprehensive annual reports that contained information on activities, outputs and effects. The data in the reports constitute a principle source for the evaluation. In some instances, the team has been able to triangulate information presented in the report through the district level visits and in interviews with different stakeholders.

ii. District level visits

The ToR stipulated that at least 3 districts be visited by the team. To ensure lessons that lessons are learnt from both successes and challenges, the Evaluation team decided to select a district that has progressed well, another that has been challenged and a third that has unique features in terms of context and initiatives. The following choices were made in consultation with SC:

- **Same** - a district that has been progressing well with several interesting results and a comparatively strong CSO implementing partner.
- **Handeni** - a challenged district. (for instance, no longer a district CSO partner, less child rights reporting from Children's Councils, no officials trained as district

¹ In particular, annual reports for the CRG Project, which contain considerable amounts of data.

resource team on child rights in 2013, the budget 2012/13 related to children submitted and approved by parliament was lowest of all districts, jailing of pregnant adolescents in the past, etc.)

- **Temeke** - special/unique i.a. terms of being most urban, the second most populated district in Tanzania, proximity to Dar es Salaam, started some initiatives ahead of the other districts and ahead of the project period, is implemented by the district itself and includes an initiative of “young reporters”.

The district visits served as a way of verifying/spot checking progress and results in relation to effectiveness/impact, sustainability, relevance and efficiency. They also allowed for child participation in the evaluation process. The districts visited are illustrative of challenges and opportunities in the project, but are not representative of the varied local processes that are underway, and therefore the team has been cautious about making generalisations.

iii. Interviews and group discussion

The list of persons met is provided in Annex 2. In total, the team met with around 160 children, 60 local government officials and 40 community members in five days. In the interest of getting variety of views and greater participation, SC and their partners organised relatively large meetings, covering all ToR stakeholder types.

iv. Verification and validation

Verification and validation were addressed through a debriefing session at the end of the field mission with SC and the Swedish Embassy.

1.5.2 Limitations

The evaluation faced several limitations. To begin with, the evaluation period was very short. Within the given timeframe, the team was not able to “harvest” and verify the breadth of outputs, outcomes and potential impacts achieved and reported upon – particularly considering that the CRG Project has supported 942 Children’s Councils located in seven districts with 26,376 members and each year the councils have been involved in a number of activities.

The stakeholder interviews were organised so that there were usually between three and 40 participants (an average about 15-20) at the meetings. The team is concerned that there were so many stakeholders present at the same time, which at times inhibited the discussion. Participants may have been concerned with hierarchical issues in meetings and did not want to speak “out of turn” or raise issues in front of their superiors. In some meetings, it appeared that stakeholders were more measured in their responses presumably due to so many other people present and it seemed they provided “like to hear responses”.

The larger meetings did not allow for much time to delve into personal anecdotal stories to provide richness to the data collected.

1.6 STRUCTURE OF THE REPORT

This report consists of six chapters. The subsequent chapter analyses effectiveness. This is followed by chapters that assess sustainability, relevance and efficiency respectively. The ToR questions (included in the beginning of each chapter and in Annex 1) have guided the content of each chapter. The final chapter provides overall conclusions and recommendations for both the Swedish embassy and Save the Children.

2 Effectiveness

1. To what extent have/are the projects achieved/achieving targeted objectives according to plan? What have been key challenges? Have objectives been modified along the way, including adapting to changing needs? What are/were the major factors influencing the achievement or non- achievement of the objectives?
2. What are the main achievements of the projects? To what extent are there indications that beneficial changes have occurred at micro, meso and macro levels (micro – individual/family; meso – community/local governance; macro – society/national)?
3. To what extent are there unplanned positive/negative effects and if so, to what extent are they affecting the project results? To what extent have the projects mitigated negative effects?
4. To what extent have the projects achieved child rights based process objectives during implementation, including:
 - Voluntary, safe and inclusive participation
 - The best interest of the child
 - Non-discrimination - has the projects work resulted in more equitable, inclusive and non-discriminatory policies and interventions for children at local, district, regional and national levels?

2.1 OVERVIEW OF THE RESULTS FRAMEWORK

This chapter addresses the four questions in the terms of reference that relate to the assessment of effectiveness. Since effectiveness is the measure of the extent to which objectives have been achieved, a brief assessment of the results framework is warranted. The results framework of the project is relatively logical. It has been monitored and reported on in a systematic way. Detailed guidelines and tools have been developed to support this work. Objectives and outputs have been adjusted slightly over time to reflect new realities. Overall, the results based management effort is relatively solid. Nevertheless, there are some issues.

First, in SC's implementation of the project, Children's Councils are a central pillar and participation is a key concern. However, participation is not well reflected in the framework's outputs and objectives. Children's Councils are not included in the results framework as an objective in themselves – but are rather referred to as an output (2.1) to “identify and address” child rights violations. Moreover, identifying and addressing child rights violations is not in line with the purpose of Children's Councils as specified by the Constitution of the Junior Council of the United Republic of Tanzania (see Box 1).

Second, some of the outputs are beyond the scope of SC's direct influence. Examples include Output 1.3 “National laws and policies changed to support children's rights (ending early marriages and corporal punishment)”, Output 1.1 “Effective councils' coordination teams, resources and capacities in place for sustainable enforcement of child rights policies, plans and laws at the district level”, Output 2.2 “Evidence gath-

ered on child rights violations at the district level are used to inform planning and budget processes in the districts”.

Third, some of the outputs, while related, do not seem to necessarily contribute to the achievement of the outcome objectives. For instance, Output 3.2. “Positive forms of discipline and ending of early marriages promoted in Tanzania mainland” will not necessarily contribute to Objective 3 “accurate media coverage of child rights and informs and influences the national debate”. Likewise, Objective 2 mentions strengthened referral mechanisms, but the outputs under this objective do not directly relate to referral mechanisms.

Fourth, there are overlaps. Output 1.1 and 2.2 – both deal with district level planning, budgeting and duty-bearer action. The influencing of the national debate (objective 3) overlaps with the actual outputs of Objective 1, which to a large extent relates to lobbying duty-bearers, in part by using media. On the one hand, this is evidence of a coherently constructed project where the parts interact towards the same overall goals. Nevertheless, the structure has created some reporting challenges.

Given the issues with the results framework, the evaluation will present the results achieved/not achieved in relation to the main themes conveyed by the three objectives, namely efforts to:

- strengthen the child rights framework at the macro level;
- empower children to claim their rights at meso and micro levels;
- strengthen duty-bearers in realising children’s rights at meso level;
- raise awareness among the general public.

This chapter contains six more sections. The first section analyses SC’s work in relation to strengthening the child rights framework at the macro level. The second section analyses the extent to which the project has empowered children to claim their rights at meso and micro levels. The extent the project has strengthened district level duty-bearers in realising children’s rights is discussed in the third section. The fourth

Box 2: The aims of the Junior Council of the United Republic of Tanzania (JCURT)

The Junior Council of the United Republic of Tanzania (JCURT) will have the following objectives:

- To provide opportunities to the children to be heard through the national and international forums and consultations meetings on matters concerning their issues.
- To build linkages and ensure collaboration among the children, media industries, non governmental organisations and the government.
- To ensure that children are receiving correct news and information on child issues.
- To follow up on the implementation of Tanzanian policies and laws concerning the children.
- To raise awareness in communities and among children on the child’s rights and duties.
- To participate in the children’s movement in the world and follow up of the Declaration strategies “The World fit for children”.
- To build relationships and collaborate with different children councils and parliaments around the world.
- To enlarge and exchange knowledge and experience with other children councils and parliaments all over the world in the realisation of child rights and duties and the development of the child.
- To promote the rights and interests of the United Republic of Tanzania children.

Translated by the Team from Swahili

section analyses the work to raise awareness among the general public. Positive and negative effects of the projects are examined in the fifth section. The child rights programming process is covered in the final section.

2.2 STRENGTHENING THE CHILD RIGHTS FRAMEWORK AT THE MACRO LEVEL

This section primarily looks at the achievements that SC have been reporting under the first objective, namely “Key decision makers at national and district levels enforce child rights through quality policies, plans, by-laws and resource allocation.” It analyses the extent to which the project has contributed to duty-bearer capacities; advocated at national level for child rights; and, built civil society capacities in the area of child rights.

2.2.1 Strengthening national duty bearers

SC has worked to strengthen the Tanzanian child rights framework in a number of ways. Government stakeholders regard SC to be a key adviser and at the forefront of key agenda issues. According to reports, SC staff have provided technical advice related to for instance, the National Social Protection Framework, the Tanzanian UNCRC Report; and, the regulatory framework for the government workshop on Law of the Child Act. Interviews and reports confirm that SC has played a critical role in giving children space in national child rights related processes. This is summarised in the table in Annex 3.

The Ministry of Community Development Gender and Children, (MCDGC, Department of Children) has been SC’s main counterpart and according to the Ministry, SC has kept it regularly informed. SC’s work with Children’s Councils has contributed to national level guidelines. This includes the National Guidelines on the Formation of Children Councils at Village, Ward, District and Regional levels (2010); National Child Participation Toolkit (2012), and the National Action Plan for Child Participation.

SC also interacts to some extent with other ministries too. For instance, at the beginning of the project, SC worked with the Prime Ministers Officer Regional Administration and Local Government to orchestrate the roll out and establishment of Children’s Councils through the local government structure in the 7 districts – namely Lindi (rural and municipal), Ruangwa, Kilwa, Temeke, Handeni, Same and Arusha. When it comes to its work on positive disciplining, SC has interacted with the Ministry of Education and Vocational Training (MoEVT) – including inviting them to participate in a training workshop and in organising a study tour to Zanzibar.

SC has devoted less effort to work with the Ministry of Finance. This office is a critical player for strengthening the child rights framework because it can directly influence local government plans and budgets.

2.2.2 National-level advocacy efforts

Much of SC's advocacy efforts have involved working together with children from the Children's Councils. Annex 3 provides a table with the main advocacy initiatives SC has been involved in, what results have been achieved so far and whether CC members played a role in the effort. The advocacy effort ranges from influencing the CRC, UPR, the national election and operationalising the law of the Child Act; to the MDG summit, the first East African Community (EAC) Conference on Child Rights and ending corporal punishment and influencing the new constitution. The advocacy results that SC has contributed to represent concrete steps in the direction of a strengthened child rights framework in Tanzania and in the region.

Two advocacy efforts have been particularly noteworthy. These are i) the work with members of parliament on child rights, and ii) influencing the constitutional review process.

Lobbying MPs

In 2011, SC brought 14 Members of Parliament (MPs), along with media organisations, to the district level to meet with CC members. Children were given the opportunity to voice their concerns. After this visit, the MPs developed a set of recommendations for the government (see Annex 3). While many of the recommendations remain to be fulfilled, six months later the Ministry of Finance allocated TSH 500 million for training of all district councils in participatory planning and budgeting. The government also promised to better resource and coordinate activities of the Department of Social Welfare (MHSW) with Directorate of Children Development (MCDGC). Furthermore, the MPs' recommendations accelerated the endorsement of rules and regulations by the Ministry of Constitutional and Legal Affairs. Moreover, 24 MPs formed an Interest Group for Food Security, Nutrition and Child Rights with members from six different key parliamentary standing committees.

At a follow-up meeting between 25 parliamentarians and 14 children in Dodoma in 2012, MPs promised to advocate for extended maternity leave to accommodate breastfeeding; school feeding to be resourced from internal government sources; rolling out of CCs across the country; and establishing of by-laws to support enforcement of child right violations.

The Constitutional Revision Process

With regard to the constitutional review process, SC became involved in 2012 when it organised, in collaboration with the government, consultation with 65 CC members from 12 districts. This resulted in a list of areas that the children regarded as critical to include in the constitutional review process to ensure that Tanzania lives up to its child rights commitments. Roughly a year later, SC facilitated seven CC members to present these recommendations in person before the five members of the Commission for Constitutional Review. Six months later this was followed by a meeting with 83 CC members from 11 districts to review the draft constitution, which incorporated most of the children's issues presented to the Commission. .

SC subsequently undertook consultations on the draft constitution with children at district level. It further provided training to Children's Agenda members to help them conduct similar consultations in other districts. The resulting recommendations were compiled by MCDGC and submitted to the Commission for Constitutional Review in the second half of 2013.

The advocacy effort focused on MPs and the work with the constitutional review process merged in September 2013. At this point, the Children's Agenda members met with 12 MPs from the parliamentary interest group that champions child nutrition and child rights with the aim to provide an update on children's involvement in the constitutional review process. This resulted in the MPs committing to lobby other MPs to defend and protect Article 43 in the draft constitution that addresses child rights.

The work with MPs, bringing children into the constitutional review process and collaborating with the other child rights actors of the Tanzanian Child Rights Forum has borne significant results. In October, the Constituent Assembly adopted the proposed constitution, which will be subjected to a nationwide referendum by end of April 2015. The right to participation and opinion are recognised in the draft constitution and everyone under the age of 18 is considered to be a child. The latter is particularly significant in relation to the effort to ban child marriage.

Meanwhile, the progress in relation to ending corporal punishment has been modest and is work in progress. The main efforts have been undertaken since 2013 and have consisted of a few inputs to government processes, arranging a study visit to Zanzibar and organising a National Children's Conference on ending Corporal Punishment (see annex 3).

2.2.3 Strengthening civil society

Strengthening the national child rights framework requires a strong, active and well-grounded indigenous child rights civil society to hold duty-bearers to account at all levels. Developing the capacity of Tanzania's child rights civil society was not a clearly expressed aim in the results framework for the project. There is, nevertheless, an output that relates to "Regional Child Rights Networks engaged with regional and district government to integrate and monitor child rights issues through district plan and budget". Over the years, SC has reported thinly against this output. Its implementing CSO partners in the Lindi region have formed a network, but the extent to which the network has systemised sustainable ways to monitor child rights through the district plan and budget after the project's end is unclear. In other regions, establishing networks has not taken off since SC only implements in one district in each region.

2.3 EMPOWERING CHILDREN TO CLAIM THEIR RIGHTS AT MESO AND MICRO LEVELS

This section examines the extent to which the effort to empower children to claim their rights has had effects. The section looks at the CC election process; the activities of the CCs, their reporting on child rights violations; their efforts to include and support vulnerable children; the extent they have been able to participate in decision-making bodies; and whether there is evidence of the children having influence.

2.3.1 Elections

Arguably one of the most impressive achievements of the project is the establishment and functioning of democratically elected Children's Councils. Tanzania has had national directives about Children's Councils since 2002 when the Child Development Policy recognised Children's Councils as a means to ensure child participation. By 2008, the policy was reiterated by the Ministry of Community Development, Gender and Children in a letter to all Regional Commissioners instructing them to have district Children's Councils established. However, at best there has been a patchy national implementation of this policy. SC's work to support districts to establish councils is the most comprehensive effort yet in this area.

In total, three sets of elections have been undertaken in the concerned districts. The initial elections built on experience that SC had gained from Children's Councils in Lindi and Temeke that had been established with SC's support prior to the project. In collaboration with the concerned ministries, SC helped establish a Children's Council election guide for Tanzania – which some CC representatives helped review.

In the months preceding the elections, SC undertook awareness raising activities among local level duty-bearers (Ward Executive Officers, Ward Community Development Officers, Ward Education Coordinators, Ward Social Welfare Officers and Village Executive Officers - around 1000 each time) and trained dozens of volunteer election facilitators (teachers and local government officials from the districts, wards and villages). Likewise, children were informed of the process ahead. In 2009, for instance, SC reported that more than 25,000 copies of reading materials on the elections were distributed to children through schools and local councils.

The election process took two to three weeks in the first two rounds. During the 2013 election, the process was condensed and more responsibility was placed on trained facilitators at village level. As a result, some local level stakeholders found that the last round of elections was not as thoroughly prepared. Indeed, while the number of wards increased in the last election, the number of voters slightly decreased.

Table 2: Children's Council Election Results

<i>Number of:</i>	2009-10	2011-12	2013
Voters	33,316	105, 074	103,895
Election facilitators	28	74	903
Village Councils established	0	942	942
Ward Councils	97	153	193
District Councils established	7	7	7
Children's Council Members	2116	26,376	27,203

In total, 63,750 children been elected and served on village, ward, district or regional councils since 2009. Each council has between 20-40 members. The ward council members represent different village CCs, while district CCs include members from the different wards.

Interviews with children and other stakeholders reveal that in most cases, children have not been re-elected – there are many children who want to serve so they tend to vote for a new set of children representatives each time. Half of the elected children have been girls. A further ten percent of the seats were to be reserved for marginalised children – orphans, indigent children and children with disabilities. According to SC's reporting, the number of marginalised children in the CCs differ from around 6-7 percent (Arusha, Ruangwa, Kilwa) to 35 percent in Same.² It was reported that it was often challenging for the marginalised children to attend the meetings regularly. Children with grave disabilities tended not to be members. Face-to-face meetings with the CCs noted that most CCs contained some MVCs.

2.3.2 Children's Council activities and awareness-raising

SC developed a Children's Council Handbook that by 2011 became the basis for the officially recognised handbook. All Children's Council members have received copies. Children's Council members brought it with them to the meetings with the evaluators. The book includes information on child rights and what children's rights and responsibilities are; how to organise meetings, develop a plan for the council and how to monitor and report on their activities. The children seem to be using this book extensively.

² Annual report 2013.

The children encountered by the team who have been council members for more than a year also revealed a solid understanding of children's rights.³ All councils encountered have drawn up clear plans for the activities they intend to do and they keep meticulous records of their work. In addition to attending their council meetings, the activities that the children undertake, mostly during weekends, include:

- Calling meetings with other children to raise awareness about child rights and responsibilities. In some cases, this is done through drama and songs that the children have written. In 2012, SC documented that the CCs reached over 37,000 children this way;
- Visiting homes and informing families of child rights and responsibilities. In 2012, the CCs reached a reported 16,000 adults;
- Recording child rights violations (children mentioned they needed more stationary supplies for this);
- Identifying most vulnerable children; visiting children with disabilities and linking them with services;
- In some cases, attending meetings with the district councils.

The awareness-raising work and monitoring of child rights typically involves hours of walking. (Even attending ward CC meetings requires walks of one-two hours for many of the children.) When needing to cover long distances, the children select the strongest walkers among themselves. These long journeys and lack of food and drink during them were regularly raised as a challenge by the children.

Box 3: CCs' Awareness of Rights

The 2011 mid-term evaluation of the project found that the 80 questionnaire respondents had a good understanding of child rights. The right to education and play were mentioned by all the respondents. The right to live and right to be respected were mentioned by 89% and 85% CC members respectively. The right to citizenship received the least mention at 67%. Over 90% of the respondents mentioned the Children's Council as the source of information on their

2.3.3 CC reporting on child rights violations

The Children's Councils have been actively reporting on child rights. The aggregate number of violations reported by children between 2011-2013 and subsequently documented by duty bearers⁴ is impressive, with over 1800 cases – including school dropouts, corporal punishment, child marriage, abuse, child labour and FGM. More

³ The district Children's Councils in Temeke, Handeni and Same were particularly knowledgeable and articulate. Ward Children's Councils in Same and Temeke also revealed good knowledge of children's rights. In Handeni the two ward CCs that the team met with were in comparison less knowledgeable and less engaged.

⁴ The evidence gathered by the team suggest that the actual number of cases reported by children is much larger. However, officials have not always documented these properly.

than half of the violations reported relate to education and development rights. The second largest category of violations is protection – amounting to a fifth of all documented violations.

Table 3: Reported cases of child rights violations by district and category for 2011-2013

Districts	<i>Child Rights Category</i>				Total
	Education & Development	Survival	Protection	Participation	
Arusha	34	32	72	0	138
Lindi	143	21	45	0	209
Same	533	135	189	1	858
Ruangwa	278	39	46	7	370
Kilwa	211	17	20	0	248
Total	1199	244	372	8	1823

While reporting from Same has been regular, in other districts, these reports have not always been consistently collected and documented by the duty-bearers to allow SC to compile the statistics. In Handeni and Temeke, violations have not been documented at all. Nevertheless, the evaluation team found that reporting was taking place by children in these districts and at least in some cases the authorities were taking action.

Other reported results from different wards in Same district are included in the box below.

2.3.4 Supporting most vulnerable children

The CC members encountered by the team mentioned that they spent significant time identifying, supporting and advocating for the most vulnerable children in their communities. Social and education workers in the wards and districts reported that they

Box 4: Examples of effects of the work of Ward Children's Councils in Same

- Advised 4 girls and 3 boys to return to school
- Convinced 5 street children to return home in Njoro
- 3 boys who were not respecting their parents or other adults were, counselled by Vumari Children's Council. The council also met with the parents. The children changed their behaviour.
- Reported on child abuse that led to prosecution
- Parents were advised not to overwork their children or punish them severely. 10 children were "secured".
- Awareness was built on the importance of the census in 3 villages

were greatly assisted by the work of the children, allowing them to facilitate service delivery more efficiently. According to SC's reports, this included support to MVCs for health, education and/or nutrition.

Most of the children members encountered by the evaluation team were eager to talk about their work with children with disabilities. There was a clear concern for their wellbeing, for their rights and for justice. They mentioned, for instance, the need for

funds to support these children and the need to help them so that they could attend school. Several of the children mentioned they made visits to the homes of children with disabilities. In one anecdotal case, a former council member went off to a secondary boarding school that also had a section for deaf children. He learnt sign language and engaged extensively with these children to help them enjoy their rights.

The 2011 mid-term review assessed that the project had adequately addressed issues affecting most vulnerable children. Responses from beneficiaries and duty bearers indicated that needs of vulnerable children were being raised by the project. Gender equality, empowering disadvantaged children and discouraging “stigma” in the community were some of the issues addressed by the CCs at the time.

2.3.5 Children's Councils participate in decision making bodies

As seen from Annex 3, representatives from CCs have been participating in a number of national level fora in which their views and priorities have been heard.

As a result of persistent lobbying of duty bearers at the district level by CC members, SC and partners, the local government officials in the project districts have been gradually extending invitation to CC members to participate in the decision-making bodies such as district council meetings, district consultative committee meetings, Ward Development Committee meetings and village or street assemblies. By 2011, six districts (excluding Arusha) provided some space for CCs representatives in meetings during the year – in all, 107 CC members. By 2012, 171 CC members across all seven project districts participated in decision-making bodies. The level of participation, however, varied from district to district – with lower participation in Handeni, Lindi and Arusha. There are no figures for CC members participating in decision-making bodies during 2013, the authorities committed to including CC members in decision-making bodies in the transition plans. Temeke went farthest by committing to the participation of as many as 3600 children's representatives in relevant fora by 2018. Temeke also has children participating in the child protection teams.

Table 4: Number of CC members who attended decision making meetings

	Ruangwa	Lindi	Kilwa	Temeke	Handeni	Same	Arusha	Total
2010	8	10	8	10	8	8	8	60
2011	16	18	11	12	16	20	14	107
2012	27	2	41	20	10	66	6	171
2013	33	22	46	28	18	72	18	237
Total	84	52	106	70	52	166	46	572

SC and their partners have played a critical role in facilitating linkages and dialogue between children's councils and duty bearers. This has included technical support in developing advocacy strategy and plans and training on how to engage with duty bearers. District Commissioners, Councillors, and District Executive Directors have been specifically targeted for advocacy on child participation since they have mandate in ensuring that all groups, including children, do participate in key forums.

During the meetings representatives of the CCs have presented their plans, provided updates on implementation, shared challenges and advocated for specific district related issues. In turn, local government officials provided update and clarifications on issues raised by CC members, shared approved plan and budget.

Stakeholders claimed that children's participation in meetings of decision making bodies has simplified the process of getting feedback on the quality and availability of services for children. The team's interviews with stakeholders indicated that children also seem to have earned greater respect in the eyes of the decision-makers.

2.3.6 Influence of CCs

There is evidence that the child rights violations that have been identified by children have to some degree been addressed by the authorities and that reactions from local authorities have improved. In 2012 the reports state that about 40 percent of the violations were addressed, while in 2013, 84 percent were solved. Same has been particularly successful in identifying, addressing and reporting on child rights violations.

The Children's Councils of Same district, where the project is implemented by the faith-based organisation ELCT, have achieved the greatest level of results in terms of the violations addressed. Free health services to needy families and meals at schools (which, according to SC, benefitted around 450,000 children in 2012⁵ and contributed to increased school attendance from 70 to 84 percent)⁶ were some of the concrete changes achieved for children by Children's Council lobbying. Persistent lobbying and advocacy by children and partners in Same also resulted in the construction of hostels forward-level secondary schools – a measure that is expected to counteract early marriages and school drop outs. An estimated 650 children were enabled to attend secondary education as a result of the new hostels.⁷ A summary of Same's results is provided in the table below:

Table 5: Results of advocacy efforts in Same district

Advocacy issue	2009	2010	2011	2012	2013
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⁵ The meals are cooked from ingredients donated by families who can afford to spare food. The figure dropped to less than half in 2014 due to poor harvests.

⁶ Same District Education Office

⁷ While there were existing district plans to build hostels, stakeholders maintained that the advocacy effort from children and SC partners resulted in quicker and greater action.

Free healthcare cards for indigent families	0	0	0	21 families	1753 families
Secondary school hostels	3	6	8	15	17
Meals at school (no of schools)	0	185	185	185	216

Box 5: Handeni District Children's Council

By chance, the evaluation team was able to witness an impromptu interaction between the Handeni's District Children's Council and the District Executive Director (DED). Although the children were not expecting this meeting, they were able to present key issues relating to child rights violations in the district that they believed needed the attention of the authorities. The dialogue was structured and well articulated. The children were able to raise a number of key concerns – corporal punishment in schools, the fact that health centres were charging families with children under five years of age, even though these are entitled to free healthcare; and that there was a problem of school dropout due to early marriage and pregnancy. The DED was clearly both very grateful for the information and keen to continue working with the CC. He invited them to the next district full council meeting at which budgetary allocations would be a central theme. Meanwhile, SC, seeing an opportunity for the children to seize, immediately organised themselves to help the CC to prepare their strategy and advocacy messages.

Other advocacy efforts by the CCs as reported by SC include the following:

- Ruangwa District Council recruited 15 teachers to work in public schools after advocacy from the children's councils.
- In Same, children advocated for creating district basket fund for most vulnerable children.
- In Handeni, children used full district council meetings to advocate for abolishment of corporal punishment, and addressing of school drop-out rates due to early pregnancies. This raised debate among the government officials, who promised to devise preventive measures and strategies.

2.4 STRENGTHEN DISTRICT LEVEL DUTY-BEARERS IN REALISING CHILDREN'S RIGHTS

During the project period, SC and its implementing partners have built the capacity of village, ward and district level officials.

At ward and district level, technical support to the CCs was in the first years provided by the project's Community Development Advisers (CDA). This has included report writing, facilitations skills, how to organise events, as well as reporting of identified cases and how to use the referral mechanisms. CDAs have also linked the WCC and DCC members with duty bearers and service providers for support and replenishments of stationary. In the extension period, the CDAs have training local government

officials to form district resource teams to train and support the Children's Councils and to undertake elections.

In 2011, after an initial analysis of the district planning and budgeting process from a child rights perspective, 94 district officials, councils' finance committee and council management teams were trained in child rights programming and budgeting by SC. At the end of the training session, participants developed action plans for child sensitive budgets in their districts.

SC has also provided training to district officials (executives, planners, community development, social welfare and education), the District Commissioner, the police and the District Attorney's office – to form Child Rights Coordination Teams. These teams have been expected to develop action plans and meet on a quarterly basis to address child rights violations. The team encountered by the evaluators found that working together in this constellation was beneficial and worthwhile. For some stakeholders, like the police in Same, the collaboration has made a huge difference. They mentioned how blame and accusations would be passed between one authority to another (police, magistrates, social workers, etc.) but working as a team has been constructive and productive.

According to SC reports, five of the district councils (including Lindi Municipal Council) increased resources allocated for activities related to children. This is reflected in the table below which shows the aggregate budgeting for children by combining the allocations for child development, social welfare, health, education, agriculture, water and sanitation. Arusha and Temeke, which represent more populated districts/municipalities have been able to collect a significant amount of own resources and can therefore allocate more to children. Districts that depend on fiscal transfers from the central government have a less resources to allocate to children and are faced with greater budget fluctuations since these funds may be redistributed during the year. In Same⁸ and Kilwa, budgets for children have been reduced since 2011/12.

Box 6: CC Guardians

At the ward level, a teacher or local official have been trained by SC or their partners to support the CCs. These "guardians" are supposed to help provide a venue for meetings, guide the councils in planning their work and in reporting. They are also the link with other local officials. In all meetings with Children's Councils, the children consistently maintained that the guardians and other local officials were supportive and helpful.

⁸ According to SC, in 2013 Same's District Council's budget allocations for children decreased since the largest budget line in the previous two years (constructing hostels) was no longer needed (hostels were completed). In 2014/15 budget the District Council focused on less expensive activities such as equipping hostels and supporting meetings.

SC believes that the increased budget allocations can be attributed to their multi-pronged efforts to influence them – this has included lobbying the district executive directors and the head of the local planning and budgeting departments; building local capacities for child sensitive budgets; raising awareness of local officials regarding budgets as instruments for realising child rights; facilitating children to make their voices heard; and, engaging with parliamentarians to be attentive to how the national budget addresses children's needs when debated in the National Assembly.

In 2013, according to SC's reports, all districts committed to integrating the functioning of Children's Councils into district plans and budgets. Whether this has actually taken place, cannot be confirmed.

Table 5: District Budget Allocations for Children

District Council	Budget Allocated for Financial Year (in Tsh)				Total	US \$ \$1=Tsh 1650
	2011/12	2012/13	2013/14	2014/15		
Arusha	1,268,130,530	1,564,084,616	1,816,002,701	2,222,288,496	6,870,506,343	4,163, 943
Same	1,076,539,602	2,024,003,336	827,099,758	396,673,927	4,324,316,623	2,620, 798
Kilwa	No data	1,005,806,016	738,753,945	558,001,722	2,302,561,683	1,395,492
Temeke	156,457,500	202,378,000	233,054,400	304,522,000	896,411,900	543,280
Lindi MC	369,602,084	383,696,756	412,973,666	550,018,159	1,716,290,665	1,040,176
Lindi DC	258,344,720	439,609,531	348,968,200	389,996,399	1,436,918,850	870,860
Handeni	60,836,000	62,288,500	32,750,000	129,413,477	285,287,977	172,902
Ruangwa	194,217,768	260,485,000	1,205,824,000	924,867,000	2,585,393,768	1,566,905

2.5 RAISING AWARENESS AMONG THE GENERAL PUBLIC

SC's public awareness-raising and communications have been undertaken both at district and national level. This has included the use of and interaction with media, events, social media, published material and training efforts.

Media effort and events

SC staff and their partners have participated several times during the project lifetime in talk shows and have issued regular press releases. SC and its partners have also

systematically brought CC representatives on board to contribute to awareness raising and advocacy efforts. For example, groups of CC representatives developed a series of advocacy messages related to the right to education, gender-based violence, child labour and child participation. The messages were used in radio spots, communicated to peers in schools, and to the general public through drama, speeches, posters, poems and songs performed during events such as the Day of the African Child.

Temeke municipal CC members for example, developed two radio spots aimed at raising awareness among the general public of early marriage and sexual and other violence against children. The spots ran for 3 months and were estimated to have reached 8 million listeners. However, the telephone line designated for listeners to provide feedback on the spots resulted in only fourteen messages from the public.

CC representatives have furthermore led press conferences on several occasions – in connection with campaigns, meetings with parliamentarians, the Day of the African Child, HIV/AIDS Day, Child Rights Day and the constitutional review process. In addition, CC members have participated in radio talk shows – for instance, two children from Ruangwe and Temeke participated in TBC Taifa radio talk show to discuss child labour.

According to SC's reports, since the start of the project, around 475 media stories on child rights were produced during the project period until 2014, reaching several million readers and listeners. There are a few reports of how the media coverage has had direct impact on children's lives. For instance, one radio station undertook reporting on a child abuse case that helped expedited service and justice.

A strategic approach used in the project has been to educate journalists in child rights. This has included bringing the journalists to all the districts, letting them engage with the CC members and learn about their work. Journalists have also been trained on how to raise child rights issues without potentially harming children in the process.

An unintended but very positive effect of bringing journalists together for training has been the establishment of the Tanzania Association of Journalists working for Children (TAJOC) in 2012 which is dedicated to covering child rights. SC's relationship with TAJOC is symbiotic – TAJOC has received access to journalistic content and guidance as an organisation from SC. Meanwhile, SC is able to muster a media presence at events – such as when children participated in the constitutional review or at the national children's conference on ending corporal punishment. Moreover, TAJOC has been monitoring and analysing media output on children. In 2013, it concluded that most of the coverage focused on the right to survival. Children's Council activities stories were ranked second due to the increased number of reports from children. TAJOC estimated that more than 2 million people were reached through newspapers based on print media circulations, while 8 million people were reached through radio and TV messages.

The media exposure may not yet have contributed to greater macro-level results in terms of ending corporal punishment, early marriage and promoting child participation. Nevertheless, the efforts are likely to be contributing to the visibility of the Children's Councils and child rights.

v. Social media

In the last year, SC has provided training for a dozen CC representatives in using social media and ensured that there is computer access and modems for the DCCs. The six DCCs represented (all except Temeke) produced Facebook accounts. By early 2014, there has been – at most – modest activity on DCC Facebook pages. The Arusha page has been most active (probably a reflection of the higher urbanised environment of Arusha) with an average of a post or two a month, but no posts since July. Most of the other DCCs have not posted material since April or earlier.

vi. Awareness raising training and publicity material

The 2011 mid-term evaluation noted that parents expressed dissatisfaction with the way they had been introduced to the project. During 2013, SC and its partners realised that the poor awareness of child rights and low buy-in of CCs by communities was hampering implementation. Programme staff explored together with parents and local leaders on how best to reach community members, specifically parents, without significant cost implication. This resulted in SC:

- producing 10,000 brochures, 1,000 posters and 2000 calendars that were distributed in the 7 districts;
- holding an essay competition in which the winning submissions were published in FEMA Magazine with outlet 2200 schools; and,
- Organising a one-day training of over 400 teachers, religious leaders and artists in child rights raising awareness in order to reach parents, children and community members in churches, mosques, and schools with child rights messages.

The team met with some of the former participants of the awareness training. A theatre group claimed they had since worked a production related to child rights. The musicians had performed child rights songs at events and had adopted of policy of stopping their performance at nightclubs if children were present in the interest of their protection. However, most of the stakeholders from the community did not have a clear understanding of what CCs were and confused them with student councils – which begs the question how much some participants actually gained from the training.

2.6 UNINTENDED POSITIVE AND NEGATIVE EFFECTS

In line with the terms of reference, this section analyses the unintended positive and negative effects of the project.

2.6.1 Positive effects

In addition to achieving or partly achieving most of the objectives set out – namely the enforcement of child rights through policies, plans and resources; identification and handling of child rights violations at the local level; and, increased and accurate media coverage of child rights; the project has had several positive effects that were not foreseen in the project documentation.

At the micro level, there is solid evidence that CC members have strengthened their capacities, both in terms of skills and knowledge.⁹ Children expressed that being part of the councils, understanding their rights and knowing about their responsibilities had helped improve them their confidence, speak in public, articulate their issues and improved their school performance. They have become better at writing and reporting. These results were also raised by parents, teachers and local government officials. Being part of the councils has also served as a springboard for other activities. For instance, some CC members have become young reporters in the UNICEF-SC child radio journalism project, and have participated in national, African and global consultations or conferences. CC representatives attended the Global Hunger Summit in London in 2013¹⁰ and the Olympic Hunger Summit in 2012.

There have also been positive relational changes at the micro-level. When the Children's Councils were first established, there was significant resistance from the communities making it hard for the children to be heard and accepted. Several stakeholders agree that the perseverance of the first generation of Children's Council members was critical for the children to gain the level of acceptance they now enjoy. Adults state that in some cases power relations have been challenged so that some CC members are included in discussions more often at home. The work has also brought children and adults together in new ways in the communities. There are some indications that children and parents have established more unity in addressing school abuses. It furthermore appears that the diligent work of the children has earned them a level of respect among local government actors, who now see the CCs as an asset.

At the **meso**-level, the establishment of the child rights journalist association is an important unforeseen result of the project. This organisation has been beneficial for SC and the child rights movement in Tanzania in that it has been able to relatively

⁹ Given that the project is implemented in over 900 villages, there may be several individual or community (micro) level positive effects that the evaluation team has not been able to detect.

¹⁰ The children representatives joined the advocacy effort for accelerated nutrition outcomes. They conveyed the messages on how to improve nutrition in Tanzania from a children's perspective to the G8 leaders, British MPs, DFID and Bill Gates. They responded to questions from different audiences on twitter, participated at the Big IF Campaign event at Hyde Park, and were interviewed Day-break/ITV Aljazeera and the BBC.

easily bring issues, processes and events to the attention of the mainstream media. Other meso-level effects have been the establishment of the Interest Group for Food Security, Nutrition and Child Rights – made up of 24 MPs representing six different key parliamentary standing committees.

Another effect at this level is that due to SC's experience from this project, UNICEF asked it to implement the Young Reporter programme in Temeke and Ruangwa, in which around fourteen 13-16 year olds have been trained in each place to provide community radio reporting.

The project has also had some positive effects at the macro level. SC's expertise and its experience with CCs have meant that SC has been regularly requested to assist in organising consultations with children in several national processes throughout the project period. Most of these were not foreseen in the results framework of the project. Likewise, it has been requested to provide advice and input. Examples include the implementation of the Law of the Child Act in which SC was able to influence national rules and regulations; and the work to review of Teachers Code of Conduct (1962) and to develop national guidelines for establishing child protection in schools.

2.6.2 Negative effects

In the project objectives, child participation is not squarely stated as an objective in itself – it is a means to address child rights violations. Activities and outputs have therefore been geared towards identifying and reporting violations. Comprehensive tools and systems to monitor and report on violations have been well developed and applied by CCs, VEOs, WEOs and district protection teams.

Having children raise awareness on child rights among adults and monitor and report on child rights violations has been effective, due to the energy, determination and ambition to make a difference that is driving the children. However, having children undertake these activities is a risk to children's safety and wellbeing:

- By raising awareness about child rights among adult community members, the children are largely acting as their own ambassadors. This is particularly problematic given the prevailing cultural attitudes to children and inherent power relations in which children are subordinate. While there are improvements in acceptance, community members are not yet fully behind the CCs. In part this is due to that the project has not targeted communities for awareness-raising until very recently.
- Often the CC members are fulfilling a de facto role as human rights monitors – a risky job that requires specialised skills, training and experience. As many as half the Children's Council members in the evaluation's focus groups had been threatened while undertaking awareness-raising or rights monitoring activities. Mostly the threats were verbal, but physical beating, being chased and having hot water thrown on them were also reported. Their activities sometimes created conflict between their parents and other parents. In other cases, children felt ignored by adults, which had a demoralising effect. All children encountered strongly advocated for identity cards that they could show adults. They believed that this would

make their work easier. The government has not wanted to issue these. Indeed, it is the opinion of the evaluation team that while a pin or t-shirt to create a common identity among the CC members may be beneficial, any task that requires an identification card is beyond the scope of what CCs could undertake without increasing the risks they face.

- In some wards the children's activities may be exacerbating ethnic tensions. Children are visiting communities of differing cultures – specifically the Maasai in the cases observed by the evaluation team. Maasai cultural practices sometimes conflict with child rights (some children do not attend school because they are put to work herding livestock; girls are married off early and FGM and circumcision are practiced). Children's Council members, who are usually not of Maasai origin (the few Maasai children that have been elected into councils often have difficulties participating regularly), regularly visit Maasai communities and confront Maasai adults about their cultural practices. This has resulted in particularly harsh threats and tension.
- While all adults interviewed claim that confidentiality is strictly adhered to (indeed, SC's monitoring tools and training address this very clearly), the team was informed by children of situations in which their identity was revealed in connection to reported cases of abuse. One child was even called upon as a witness.
- Many children put in long hours and walked long distances to raise awareness and identify violations. The children reported that the work made them hungry, tired and thirsty. In some cases the children are clearly undertaking work that is the responsibility of social workers, education officers or other duty-bearers at the local level – all of whom were particularly pleased by the children's work. Again and again duty-bearers alluded to the insights and knowledge of other children that CC members naturally could draw upon to efficiently identify violations. At its worst, however, this work could be seen as a form of child labour.
- Children who have worked hard in the councils – particularly the first generation who had to endure significant resistance– feel let down by the fact that their work has not been formally recognised in any way. They would like a certificate or letter of recognition. SC consider that it would only be appropriate for the government to issue these. However, the government has been slow to move on this. Frustration is mounting among the former CC members, several of whom are still indirectly involved.

2.7 CHILD RIGHTS PROGRAMMING PROCESS

SC's child rights programming approach regards voluntary, safe and inclusive participation; non-discrimination and the best interest of the child as key concerns that should permeate the programming process. It has been beyond the scope of the evaluation to examine the programming approach in detail. Much of the data gathered suggest that SC and its partners have taken these concerns into account to a fairly systematic degree. This is reflected by the process of forming and supporting the CCs. It is also ensured that children were consulted in a range of processes so that children's views could be heard and taken into account. However, the negative effects of the

project mentioned above are indications that comprehensive efforts are needed to ensure that safe participation and the best interest of the child are practiced and monitored systematically.

3 Sustainability

5. How far is the project embedded in local structures – plans, human resource allocations and budgets? Did partner country stakeholders participate in the planning and implementation? Are the projects supported by local institutions and well integrated with local social and cultural conditions? What support has been provided from the relevant national and sectoral policies and budgetary policies/allocations?
6. Were project partner's capacities being properly built (technically, financially and managerially) for continuing to deliver the project's benefits/services?
7. Is there a phase-out and exit strategy? If so, is it viable and being implemented according to plan?
8. Are there other major factors have influenced the achievement and non-achievement of sustainability of the projects?
9. To what extent are the approaches, services and interventions replicable across Tanzania/Zanzibar and in other contexts? To what extent can they be brought to scale?

3.1 OVERVIEW

This chapter analyses sustainability in line with evaluation questions 5 to 9. It looks at the potential sustainability of effects at the macro, meso and micro level; identifies factors that are contributing to greater potential of sustainability, as well as those factors that seem to be detracting from continued positive effects after the project's end.

3.2 SUSTAINABILITY AT DIFFERENT LEVELS

The findings present a mixed perspective on the sustainability of the project's effects. At the **macro** level the project has contributed to definite progress at the policy level. Several important steps towards an improved child rights governance system has been achieved (2.2.2 and Annex 3) in collaboration with other child rights actors. The Constituent Assembly adopted the Proposed Constitution. The Proposed Constitution will be subjected to a nationwide referendum by end of April and there are positive indications that it will be voted for by the majority in the country. While the new constitution constitutes a landmark for child rights in Tanzania, efforts will be needed ahead with respect to harmonisation of laws, policies and practices. In particular, child protection and the abolition of child marriage, FGM and corporal punishment remain areas that require continued advocacy collaboration with partners. Moreover, garnering greater public support will continue to be important.

The awareness raising effort of the project will have a level of sustainability, but the raised awareness has yet to reach the critical mass to achieve a public debate on child rights that can muster its own momentum.

The effects achieved by the project at **micro** level are very likely to be sustainable. These include the effects of the project on children who have participated in Child

Councils. Many children have gained important skills, knowledge, self-esteem and perspectives that they can benefit from in many years to come. The team met some children for whom the Children's Councils helped them find their voice and became a vehicle for new found activism.

The sustainability of the project's **meso** level achievements is harder to determine. Data gathered by the evaluation team provides both indications of reasonable sustainability as well as of potential sustainability challenges.

The following sections outline the findings in relation to factors that contribute to or detract from future sustainable effects of the project.

3.3 FACTORS CONTRIBUTING TO SUSTAINABILITY AT MESO LEVEL

There are a number of factors that indicate relatively good prospects of sustained effects from the project and continued child rights and participation processes:

Informing and coordinating with government: SC has brought central and local government counterparts on board along the way in a fairly systematic way. For instance, at the beginning, Children's Council work was launched with the blessing of the MCDGC. This Ministry has been kept regularly informed about the district level efforts (see section 2.2.1). The project has coordinated with the government in relation to e.g. the Children's Council Handbook and CC member certificates¹¹ and thereby avoided parallel processes.

Imbedding in local structures: The project relies on and interacts with the existing local institutions at village, ward and district levels (see section 0). The Child Councils, which the project has supported, are themselves are a structure that the Government of Tanzania has stipulated. The project has worked with local government officials to establish the Child Rights Coordination Team. The government stipulates the existence of child protection teams, which has a similar composition. As a result, in some districts, these teams are considered one and the same.

Developing local capacities: Local level capacity – including both technical and managerial – has been built that contributes to embedding the project in local structures (see section 0). This includes building the capacity of:

¹¹ SC has not issues certificates to past CC members on the grounds the government has the most authority to do so. Thereby it has avoided parallel structures.

- District level resource teams made up of local government authorities to support CCs;
- Local government planning and budgeting from a child rights perspective;
- Ward and village level officials to manage and support CCs;
- Child rights/child protection teams to address child rights violations;
- Village, ward and district Children's Councils.

The district authorities met with the team and felt that there was some level of technical and managerial capacity to support the continuation of the Children's Councils.

Transition plans: Relatively detailed transition and exit plans were drawn up in 2013 together with partners and local authorities after one or two meetings in each district. According to SC's reports, at the meetings the districts committed to integrating and sustaining children's councils and broader child rights activities in the district comprehensive plans. The meetings resulted in agreed roles and tasks for each district, the implementing CSOs and SC in the following 12 to 16 months. The plans seem viable and on track.

Local government budgeting and resourcing: SC has trained local government staff in child sensitive planning and budgeting (see section 0). Some districts can now demonstrate increased child rights budgeting. Although not factored into the budgets, during the child council elections districts have increasingly supported the process with in-kind contributions in terms of staff time, transport and refreshments. Venues have also been provided for the election process and for the child council meetings.

Evidence of buy-in from local authorities: Visits to Same, Handeni and Temeke showed some level of buy-in from local authorities. Temeke has an especially good track record in terms of budgeting for children. Many of the local officials involved have increasingly come to appreciate the Children's Councils and see the benefits this brings for the community. The fact that the most recent elections were undertaken with more input from local authorities – including in-kind support in the form of transport and refreshments – is an indication of greater ownership and commitment at local levels. Likewise, greater space for children's participation in decision-making fora also reflects buy-in from the local authorities.

Support from children: There is considerable enthusiasm among the children themselves for the Councils to continue. All children encountered strongly believed that they would be sustained. The fact that new children are voted in after each election has been interpreted as indicating that many children want to have a go at being a member of a council.

3.4 FACTORS DETRACTING FROM SUTAINABIL- ITY AT MESO LEVEL

There are also a number of factors that detract from obtaining a high level of sustainability:

Direct implementation: With SC implementing directly in districts such as Handeni and Arusha (see section 5.1), there is no local CSO capacity being built that could play the role of advocating on behalf of the rights holders in the long term.

Implementing CSO partnerships versus building civil society capacities: The Tanzanian civil society child rights actors are under-funded and the needs vastly exceed their capacity.¹² For long-term sustainability, building a strong child rights activist movement at all levels is essential so that duty-bearers are held to account. This has however not been an important priority of the project. SC's partnerships with local CSOs at the district level have focused on ensuring a smooth and effective implementation process and devoted less focus on building the capacity of the CSOs beyond delivering results for the project. The partners interviewed by the evaluation team did not convincingly convey that they would have a strong role as child rights advocates that would hold district level duty-bearers to account once the project had ended. Similarly, the mid-term evaluation from 2011 noted mixed reactions when two CSO partners were asked whether they had any strategies to continue beyond the period of Sida's support. One did not seem to have a clear advocacy strategy for the continuation of project activities at the local level beyond donor support. Another claimed that it was the responsibility of the government to continue with the project activities and that the CCs themselves would carry the work forward.¹³

Linking the CCs to other civil society actors: As also raised by the mid-term evaluation in 2011, the project has not promoted liaisons between CCs and other civil society actors (including community based organisations). This could perhaps have contributed to greater sustainability.

¹² See for instance Alffram et al *Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania*, 2014. This assessment found that few CSOs have enough staff members who have skills to undertake comprehensive policy analysis and thereby be able to follow the government policy making processes. Capacities were also lacking in organisational systems, strategic planning, advocacy skills, resource mobilisation, research, monitoring and evaluation, and an ability to illustrate their achievements. (p 11)

¹³ "Mid-term Evaluation: Giving Rights to the Silent Majority: Children in Tanzania 2009-2012" Page 38.

Capacity of districts: While capacity to facilitate the Children's Councils appears to have been built to a relatively solid level in districts like Temeke and Same, the capacity of the Child Protection Teams need further strengthening according to their own admission to the evaluation team.

Ownership and commitment of districts: The sense of ownership within the district administrations is uneven. Some of the district officials encountered spoke of the project as belonging to SC. A few seemed indifferent to the project. It was mentioned that there were many competing demands and priorities and that the district had limited resources to support the Children's Councils to the level that they had enjoyed during the project period. In relation to Child Protection Teams, members expressed that there was an important benefit of working together in this multidisciplinary way, but they did not convey a strong sense of commitment to taking this work forward. In one district the officials also said that they did not think it would be feasible to meet as a Child Protection Team in the future (a structure that should exist according to government stipulated as per the National Costed Plan of Action) because there was no budget from SC to cover food and refreshments.

Turnover of LG decision-makers: SC appears to have courted and obtained buy-in from certain high level officials – such as District Commissioners and District Executive Directors. It seems this has been advantageous for the implementation process and, to a certain degree, contributes towards greater success – like in Same. It is uncertain whether, when there is turnover at these levels, the commitment will be sufficiently embedded to secure a local leadership that will promote, prioritise and address child rights.

Children aging: while there are many engaged and active children now in the districts who want to continue with the councils, within a few years these children will have aged and moved on, particularly since the Children's Council term is only two years.¹⁴ Unless momentum for Children's Councils and their elections is sustained by the local authorities, the engagement of children is likely to taper off over time.

Insufficiently owned by communities: Making children's right to be heard meaningful and making children's participation in decision-making effective are challenging in Tanzania, because of many adults' deep-seated beliefs that children have a low status and capacity. The project did not address this issue comprehensively at the start of

¹⁴ One way of enhancing sustainability and reducing costs would be to increase the Children's Council term to 3 years. The only drawback would be that over time, less children will have served. However, efforts could be made to develop sub-committees in which the Council's could draw upon other children in the community to participate.

its implementation. Focus was rather devoted to bringing children and local authorities on board. While SC has started to raise awareness in the communities during the last year, there is no strong support base within the communities for child rights – and child protection and child participation in particular. To obtain a solid buy-in and ownership from communities, work would be needed to bring on board religious leaders, elders, parent/mother groups, teachers unions, ethnic groups (Maasai) and different community based organisations. Also, SC would need to work on dispelling the notion, held by some stakeholders, that the CCs “belong” to SC.

3.5 CONCLUSIONS

The macro and micro level effects of the project have a relatively good chance of sustainability. The different factors affecting the meso-level results make sustainability at this level uncertain. Most probably, positive effects will continue for a while. The next CC elections are likely to be more modest. This in turn will generate less interest and eventually over time less enthusiasm from children. Without extra impetus from local political leadership, concerned government sectors, community-based organisations and/or the central government, the progress made in relation to CCs is likely to gradually crumble.

In principle, the project initiatives are replicable. Aspects of the project already have been replicated – like the Children’s Council Handbook. Bringing the results to scale would be best undertaken when approaches to achieve greater buy-in and ownership by all the different stakeholders at district level have been further developed.

4 Relevance

10. Was the overall project objective relevant to the specific needs of the girls and boys in the projects' areas?
11. To what extent are the (implicit) theories of change of the projects relevant to the contexts?
12. What role has SC played among the child rights actors in Tanzania? What added value do SCT and the projects bring?

4.1 RELEVANCE TO NEEDS AND POLICY PRIORITIES

4.1.1 Relevance to Tanzanian policy and context

While important steps have been taken to enhance Tanzanian child rights governance, the national coordination and implementation of child rights laws and policies have been limited. This project, which focuses on child rights governance, is highly relevant in this context. It is in line with government's laws, commitments, policies and practices such as the Law of the Child Act (2009) and its regulations; the Convention of the Rights of the Child and the African CRC, the African Charter on the Rights and Welfare of the Child (ACRWC). Furthermore, the project is supportive of the 2002 government directive that Children's Councils should be established at ward, district and national levels.

The CRG Project has been highly relevant to the overall child rights needs in Tanzania, since the majority of children in Tanzania do not enjoy all the rights enshrined in the Convention of the Rights of the Child (see Box 1) and the project aims to address this. The evaluation team's discussions with children and duty-bearers in the districts provided evidence of different child rights being violated. For instance, violence against children, early marriage and FGM, lack of support to children with disabilities and use of corporal punishment in schools remain serious problems. In one district, the team came across a case of a teacher that demanded children to pay 1000 TSH to avoid beatings.

As discussed in section 2.1, while participation and Children's Councils are a central aspect of the project and highly relevant to the Tanzanian context, these do not feature in the project's higher level objectives. Instead Children's Councils are regarded as an output to "identify and address" child rights violations – a function that is not relevant to the formal role of CCs as specified by the Constitution of the Junior Council of the United Republic of Tanzania.

4.1.2 Relevance to Swedish priorities

The CRG Project is relevant to the new Swedish results strategy for Tanzania.

To begin with, the Strategy specifically mentions children and youth as key target groups. Furthermore, area 3 of the Swedish Strategy addresses strengthened democratic accountability and transparency, and increased awareness of human rights. It states:

Sweden will contribute to strengthening accountability, enhancing effectiveness and increasing openness in Tanzania's public administration. Tanzania's commitment to, and clear role in, the Open Government Partnership can be used to combat corruption and strengthen citizens' opportunities to understand and influence public decisions that impact on their lives. Areas for Swedish contributions may include land rights, children's rights and sexual and reproductive health and rights.

With its support to Children's Councils, the CRG Project is relevant to "strengthening accountability", "strengthening citizen's opportunities to understand and influence public decisions" and support to "children's rights".

Indirectly, the project is also relevant to the Strategy's objectives in relation to education.¹⁵ In the districts that the project has been implemented, it has helped hundreds of children enrol/re-enrol – who either were hindered in attending school or who had dropped out. It has also developed the skills and knowledge of many children which has raised confidence, self-esteem and school marks.

4.2 RELEVANCE OF THEORY OF CHANGE

The implicit theory of change of the CRG Project as conveyed by the original project document is sound and highly relevant to the context. The evaluation team has summarised the implicit theory of change in the 2009 project document as follows:

By supporting children and their families – as well as key duty-bearers at local levels – to identify and address child rights violations, children will be able to claim their rights to protection, education and health care and obtain appropriate support from quality social, political, economic and legal systems. With strengthened capacity, CCs, community based organisation and MVC committees will find creative solutions to address violations and to hold their democratically elected leaders accountable at the local level. Meanwhile, strengthened local governments will be committed to incorporating children's issues in district plans, budgets and by-laws to improve service delivery children. At national level, decision-makers (government, members of parliament, politicians, and development partners) address and enforce child rights in national policies, budgets and laws. Democratic processes will be reinforced through a (child rights) capacitated media and civil society

¹⁵ The education objectives are i) Sweden will also contribute to ensuring that more girls and boys acquire basic knowledge and skills in school and that the quality of primary and secondary education is improved. li) Sweden shall contribute towards increasing the quality of education and create opportunities and incitements for girls and children with disabilities to be included and access education.

organisations that exert continual pressure on political leaders and decision-makers in Tanzania to adhere to and enforce child rights. These processes will raise awareness so that momentum is gained to abolish all kinds of forms of corporal punishment in the family, schools, penal system and other institutional settings and alternative care systems.

Using Outcome Mapping terminology, the theory of change involves a number of “boundary partners”.¹⁶ These include CCs, local communities, local government, civil society partners, central government ministries and the media. This represents a fairly wide range of actors. The project would be relevant to the implicit theory of change if it has been successful in influencing these actors. The team has found that the project has been successful in influencing most of these boundary partners at least to some extent – in some cases to a significant degree. However, two of the boundary partners have not been influenced by the project to the level expressed in the implicit theory of change – namely local communities (with Children’s Councils) and civil society organisations.¹⁷ Possible explanations for less progress in relation to these boundary partners may be as follows:

1. The results framework did not adequately address these two boundary partners. To begin with, no clear outputs were formulated in relation to raising awareness and building support among parents, religious leaders and other community members. Furthermore, while Output 1.2 relates to strengthening of civil society partners, activities related to this output have been underdeveloped. The CSO partners have been regarded primarily as implementers. Their roles as future actors that will hold duty-bearers to account have not been strongly emphasised. While the CSOs have received some organisational support (financial management, M&E, resource mobilisation), most CSO partners interviewed for both the mid-term evaluation and this evaluation did not convey an impression that they were committed to engaging in child rights activism after the project’s end (see also section 2.2.3).
2. The Tanzanian child rights CSO capacity is low and community attitudes towards children are not conducive to the project’s aims. Thus both areas constitute particularly difficult areas for SC to make headway in without significant investment, and a clear and well-elaborated strategy with a corresponding results framework.

¹⁶ Boundary partners are those individuals, groups, or organisations with whom the programme interacts directly and with whom it anticipates opportunities for influence.

¹⁷ The mid-term review in 2011 also signalled that these areas needed attention.

While the project stepped up efforts to address local communities in the extension period, as discussed in section 2.5, it was a little too little and a little too late in the process.

4.3 RELEVANCE OF SC IN TANZANIAN'S CHILD RIGHTS GOVERNANCE CONTEXT

As discussed in section 2.2.3, SC has played an important role among child rights actors in Tanzania. Indeed, SC was a founding member of the Tanzanian Child Rights Forum (where policy development and CSO coordination is carried out) and the coalition, the Children's Agenda (where coordination with the government regarding CCs is undertaken). It is a respected organisation and its expertise and capacity is recognised and drawn upon, not least by government. It has had a role in key Tanzanian policy processes for child rights – including the Law of the Child Act, Children's Act, CRC review process, UPR and the constitutional review. Its work with child participation has provided models for good practice. Its support to Children's Councils has been pioneering, with its handbook for Children's Councils being adopted as the national handbook. The CCs it supports are recognised as among the most successful in Tanzania.

Box 7: Child Rights CSOs in Tanzania – Strengths and Weaknesses

Strengths/Opportunities

- Existence of networks for the children's rights, with a focus on the girl child.
- Well known international NGOs are operating in Tanzania; having experiences and methods that can be replicated.
- Domestic child rights CSOs have proven to be resilient and to have a high degree of sustainability; often depending on member contributions.
- Have avoided being politicised.
- Law of the Child's Act 2009 provides an opportunity for the CSOs to hold government accountable.

Weaknesses/Constraints

- Most domestic organisations working with child rights lack resources and are under-funded
- Lack of effective child protection systems
- FGM and child marriages are politically sensitive issues.
- Connection between child drop outs and increased poverty not obvious to government and politicians.
- Generally a lack of awareness of child rights in society.
- Increase of orphans due to HIV/AIDS.
- Needs vastly exceeds the capacity of the CSOs

(From "Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania" 2014)

When a strong actor like SC is directly and successfully operational in a developing country with a fledgling civil society, care must be taken to avoid "crowding out" of domestic CSOs. In the long run, this has a detrimental effect on civil society and its ability to hold duty-bearers to account. With its experience, technical capacity and internal resources, there are opportunities for SC to engage more actively to robustly develop and nurture the capacity of Tanzania's child rights civil society (box 7 outlines some of the strengths and weaknesses of Tanzania's child rights CSOs).

5 Efficiency

13. Have the projects been managed with reasonable regard for efficiency, using the least costly resources possible to achieve the desired results? To what extent have the projects' resources been managed in a transparent and accountable manner?
14. How flexible were the projects in adapting to changing needs and (favourable and unfavourable) external conditions to meet objectives?
15. How did the projects co-ordinate with other similar interventions to encourage synergy and avoid overlaps?

During the six year period of the project, SC has been faced with several significant organisational challenges that potentially affect efficiency. This includes structural changes within the Save the Children family which resulted in the unification of all Save the Children operations at country level, high staff turnover certain years and three cases of partner corruption. These processes were time-consuming and potentially damaging to the project's implementation. However, SC managed to adapt to/address these challenges and move ahead. While documents refer to some delays, with the addition of the project extension period, lost time has generally been made up for.

SC has **monitored and reported** on the project in a consistent and competent manner. SC has developed a comprehensive set of tools to support the district level reporting. Reports have been of solid quality. There is evidence that SC's **planning** has taken into consideration and adjusted to changing needs and opportunities. For instance, the redrafting of the constitution was not foreseen at the time that the project document was drafted. However, SC has managed to bring this highly relevant work into the mainstream of the project.

Given the complex web of actors that SC tries to influence through its work and given the non-linear reality of advocacy and awareness-raising, SC could be very well served by adopting an *Outcome Mapping* approach. This methodology could facilitate and enhance SC's management since it is people-centred, defines outcomes as changes in behaviour; and, has tools for measuring contribution to complex change processes.

In terms of **financial management**, documentation reviews, interviews and observation reveals that SC is managed with regard for efficiency in a transparent and accountable manner. The organisation has solid financial administration systems in place. Evidence also shows a level of cost consciousness that has increased of late:

- SC has routines, resources and competence to ensure adequate financial management, including internal and external checks and balances. In the past year, these have been revised and updated to increase cost-consciousness. An ex-

ample is the “Out of Station Policy for the Tanzania Programme” that was updated at the end of 2013 and clearly outlines the policy regarding per diems and other incidental costs for employees, consultants and workshop participants.¹⁸

- SC has shown the willingness to detect and address corruption. During the course of the project, three of its CSO partners at district level mismanaged funds. Documentation at SC and the Swedish Embassy reveal SC dealt with these issues expediently.
- SC Sweden is responsible for quality assurance of the programme implementation and reporting.
- The annual reports from the auditors conclude that the financial statements give a true and fair view in accordance with the financial reporting framework used for the preparation and presentation of the financial statements. No significant irregularities have been reported.¹⁹
- SC has a global policy for procurement and this has been applied as a basis for procurement of goods and services. Save the Children has routines, resources and competence to assess the regulations and routines for procurement of its partners.
- The 2011 mid-term evaluation found that the structures and systems put in place were adequate to ensure efficient implementation of the project.

SC’s **human resources** are adequate and up to the task – a conclusion also reached by the mid-term evaluation. At management level, the human resources are particularly competent. The project staff in the Programme Development and Quality Division have provided solid technical support to the district level and adeptly managed the national advocacy and awareness-raising effort.

Interactions with different staff members suggest that SC in Tanzania is generally a “learning” organisation that is relatively flexible in adapting to changing circumstances. Examples of this include:

- The election process for CCs has been developed and adapted over time;
- Training manuals and the facilitator’s guide for training CCs have been revised based on programme experiences;

¹⁸ Another example of cost consciousness is that earlier on in the project when transport challenges were hampering implementation, SC opted for obtaining motorcycles for its Community Development Officers as a cost effective means of addressing the problem.

¹⁹ The only exception was that auditors recommended in 2009 that the addresses and phone numbers of former staff be kept in case corruption was detected.

- Regional quarterly meetings and annual meetings are conducted (around 30-40 participants) to reflect on progress and approaches to feed into the upcoming year;
- SC has developed its relations with and supported TAJOC as the opportunity arose;
- SC has seized different advocacy opportunities;
- SC has substituted CSO partners with its own staff when faced with mismanagement (see below).

On the other hand, although the 2011 mid-term evaluation recommended working more extensively with building awareness in local communities, efforts in this direction did not take place until 2014. Likewise, the mid-term evaluation recommended better interaction with other stakeholders to avoid a silo approach. This was also not followed up to any greater extent.

In terms of **geographic approach**, SC has been working in 7 districts in 5 different regions. The advantage has been that SC has been able to take into consideration regional differences as it has developed its approaches – experience that is important given the piloting nature of the support. At the same time, the spread has logistical cost implications and hampers the possibility of synergetic effects within a region.

5.1 MANAGEMENT OF IMPLEMENTING PARTNERS

SC has systematically built the capacity of its partners with the aim of ensuring successful implementation of the project.²⁰ It has thus undertaken organisational assessments of the partners and built their capacity in financial management; advocacy and communication; M&E; and, use of different project-specific tools and approaches. It has also conducted refresher training. Throughout the year, the Save the Children programme and finance staff have provided regular technical support and mentoring. In addition, partners have been brought together up to four times a year reflect on implementation, review results, share experience and discuss future approaches.

Save the Children has audited and performed financial control of its implementing partners. Of the seven CSO implementing partners that SC has worked with during

²⁰ Nowhere in the project documentation (original proposal, extension proposal, annual reports, briefs etc.) are the CSO partners described and profiled. This seems to be a symptom of the fact that the partnership is seen as a means to an end not seen as an integral part of the project.

the lifespan of the project, relations with three have had to be terminated due to mismanagement of funds.

The evaluation team was not able to meet all of SC's partners. Amongst the ones it did meet, there were mixed views on the relations with SC – ranging from extremely satisfied with the support and capacity-building effort, to criticism of SC not engaging in a considerate and collaborative manner with the spirit of true partnership (while making comparisons with other international child rights partners). Examples included giving short notice for activities and expecting partners to deliver within this time-period. The 2011 mid-term evaluation noted similar findings:

Save the Children's tendency of planning for activities and not honouring them was always a drawback to (partners). Referring to cancellation of planned activities with short notice while some stakeholders reschedule their activities to accommodate Save the Children planned activity. This brought disappointment not only to partners but to stakeholders who might in future not honour the call for participation from the partner organization.

5.2 ADDRESSING OVERLAP AND SYNERGIES

The evaluation team did not encounter cases of overlap – although it does not exclude the possibility of such existing. On the other hand, there seems to be unexploited potential for synergetic effects. SC has not systematically encouraged the use of CCs as a platform for engagement with other civil society efforts at local level – e.g. efforts to abolish child marriage, improve reproductive health and support children with disabilities. According to some external stakeholders, they regard CCs as belonging to SC and they perceive SC as being protective of “their” CCs.

The mid-term evaluation of 2011 raised the issue of “silo programming” and the need for SC to strengthen coordination with other child rights stakeholders. In its original project proposal (2009), SC proposed working with Tanzanian CSO partners such as the Legal and Human Rights Centre (LHRC) and the Research on Poverty Alleviation (REPOA). These partnerships did not, however, develop. In addition, according to external stakeholders, SC has not recently been as active within the Child Rights Forum of Tanzania or the Children's Agenda as in past years. This silo approach even appears to affect SC's internal operations. While there has been some interaction between the CRG project and the Children's Council work by SC in Zanzibar (for instance, facilitation of CC members participating in the constitutional review, regional conferences, etc.), opportunities to share and exchange approaches and lessons have been minimal. Cross-project learning would have been beneficial for effectiveness and efficiency.

6 Conclusions and Recommendations

6.1 OVERALL CONCLUSIONS

The CRG Project was a relatively ambitious undertaking that has successfully combined strategies at the macro, meso and micro levels in Tanzania. It has achieved some **notable results** in a difficult area of work:

- At the macro-level, SC's systematic and **strategic approach to advocacy** – has been of solid quality. Credit for ensuring that child rights are included in the proposed national constitution is due to the different actors in the Tanzanian child rights community – including the TCRF of which SC is a founding member. SC's notable contributions to this result include securing children's participation; ensuring that children's voices have been heard, and; lobbying and following up with MPs throughout the process. In the upcoming years, it is expected that a Constitutional Implementation Committee will be charged with harmonising national laws with the new constitution. In this context, civil society will have a critical role to play to ensure that child rights are adequately addressed.
- The fact that the **Children's Councils** were established through a democratic process with a relatively good turnout, that the councils also undertake regular meetings, implement activities and have become recognised in the communities are formidable achievements. The CCs that SC supports are moreover recognised as among the most successful in Tanzania.
- SC's capacity building of and relations with **the media** has been beneficial for the child rights movement and effective in terms of improving the media coverage of child rights (quantity and quality) to inform and influence the national debate.
- The project's effort at **local government** level represents a methodical and consistent approach to developing and strengthening viable child rights systems at the local level. The work has been challenging and while significant progress has been achieved, considerable commitment will be required from local authorities to ensure sustained results.

There are two areas in SC's implicit theory of change (2009 project document) that have been insufficiently addressed by the project, and which would need attention in future child rights governance efforts:

- A sustainable and effective child rights governance system requires efforts to strengthening of the **indigenous child rights CSOs** so that the child rights movement can actively hold duty-bearers to account regularly at all levels. The Tanzanian civil society child rights actors are in particular need of this support. Strengthening Tanzanian civil society requires time, risk-taking, perseverance and

a long-term perspective. Although the project has built the capacity of its implementing CSO partners, it has not addressed this aspect of a child rights governance system in a systematic and purposeful way. Indeed, as a comparatively strong actor among fledgling domestic CSOs, SC risks undermining the growth of the domestic child rights movement if comprehensive efforts to strengthen it are not taken. Furthermore, the project has missed opportunities to proactively promote synergies with other CSO efforts.

- **Local communities** – including parents, teachers, religious leaders and elders – need to be included in the child rights work so that children are supported in their council activities. Community level champions of children’s rights are also important to hold authorities to account. Engaging with communities would also create opportunities for promoting positive disciplining/parenting and preventing violence (an area in which the project has at best only made modest progress so far). The project’s awareness-raising efforts were introduced at a late stage and were not systematic or comprehensive.

An additional area that will need to be addressed in future child rights governance efforts is the **negative effects** of Children’s Council members acting as local child rights monitors. This potentially puts the children at risk in terms of both safety and wellbeing and at worst is a form of child labour. Moreover, the function the children are performing is not in line with Tanzania’s National Junior Council Constitution.

6.2 RECOMMENDATIONS FOR THE SWEDISH EMBASSY

Given the focus of Sweden’s Strategy for Tanzania and the expertise and experience of Save the Children, a **continued future partnership in the area of child rights governance would be relevant**. More effective and sustainable results and a more efficient implementation can be achieved through **longer-term programme support**. Core support could be considered if other SC donors also agree to join a basket-funding mechanism.

In addition to improving Tanzania’s child rights governance and addressing child protection, the Swedish Embassy should consider strengthening the national child rights movement as an objective in itself so that government is held to account effectively. SC should thus be expected to concentrate its expertise on **facilitating** national and local level child rights processes and **strengthening the capacity** of the domestic child rights movement. The latter requires time, risk-taking, perseverance and a long-term perspective; as well as deepening partnerships – based on trust and mutual respect – with civil society actors.

6.3 RECOMMENDATIONS FOR SC

1. SC should aim to develop and nurture the capacity of Tanzania's child rights movement. Drawing on its solid organisation-wide experience and strong technical capacity, it should consider its **niche role** as that of a facilitator of child rights processes and active partner of domestic CSOs.
2. Building on successes of the multi-levelled (micro, meso and macro) strategies of the CRG Project, SC should develop an **integrated longer-term programme** – based on an explicit theory of change – in the area of both child rights governance and protection. The programme should i.a.:
 - Ensure mutually reinforcing links between protection and child rights governance;
 - Draw on SC's considerable experience in positive disciplining from around the world;
 - Contain specific goals related to developing the capacity of civil society in the area of child rights;
 - Include explicit objectives related to children's participation;
 - Adopt a methodical approach to advocacy that is similar to that of the current CRG Project;
 - Have the flexibility to allow SC to seize emerging opportunities; and,
 - Consider the upcoming national process of harmonising laws in line with the new constitution as a key area for child rights advocacy.
3. SC's future work with Children's Councils should avoid having children performing the function of human rights monitors. SC should furthermore undertake a very solid **risk analysis** and adopt a strategy to mitigate unintended negative effects of its activities.
4. There are opportunities for SC to engage even more actively with other CSOs and child rights actors in Tanzania at national and sub-national levels – particularly in relation to **coordination, communication** and partnerships. This would include encouraging the use of **CCs as a platform** for engagement with other efforts at local level – e.g. child marriage, reproductive health and disabilities. It may also involve exploring opportunities of working with the **Legal Human Rights Centre** on monitoring of child rights at local level.
5. SC should develop clear and systematic strategies to raise awareness and foster champions for child rights and prevention of violence in **local communities**. This would involve targeting parents (especially fathers), elders, religious leaders and teachers. This should also involve the promotion of positive discipline. The efforts should be sensitive to **ethnic differences** and potential discriminatory practices in communities and adapted approaches accordingly.
6. SC should step up its efforts to abolish **corporal punishment in schools**. Working at national and sub-national levels, it should introduce to the school system the positive discipline approach to child development (both the theoretical and practical application). In addition to working with government counterparts at central

and district levels, it should consider involving teacher training colleges and teachers unions and explore links with Global Fund for Education initiative in Tanzania.

7. Given the complex web of actors that SC tries to influence through its work and given the non-linear reality of advocacy and awareness-raising, outcome mapping may serve SC in its planning, monitoring and evaluation of results since it places people at the centre; defines outcomes as changes in behaviour; and, helps measure contribution to complex change processes. SC should **explore outcome mapping methodology** for planning, monitoring, evaluation and learning.
8. From the data gathered, the evaluation team is not in a position to conclude where SC should focus its **attention geographically**. This would be best determined by SC, its donors and the government. However, the team has noted the logistical challenges and potential lost synergies as a result of working in 7 districts located in four different regions. The team recommends prioritising quality over coverage and considering geographical critical masses that can be gained through working in more districts within the same region.

Annex 1 – Inception Report

The inception report is available as a separate document. Please refer to annex 6 for the evaluation matrix.

Annex 2 - Terms of Reference

Terms of Reference for a Joint External Evaluation of Save the Children projects on Giving Rights to the Silent Majority Children in Tanzania and Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar

A. BACKGROUND

Save the Children is a leading charity working to create a better world for children. The Embassy of Sweden is planning to hire an external Consultant(s) to undertake the final evaluation of the two Sida/Embassy of Sweden funded projects namely Giving Rights to the Silent Majority – Children in Tanzania (2009/14) and Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar (2011/14) in June 2014. Background information on the above mentioned projects is provided below.

I. Giving Rights to the Silent Majority Children in Tanzania Project (2009 – 2014)

This is a six years programme, implemented from 1 December 2008 – 31 December 2014, with the coverage in seven districts: Lindi (rural and urban), Kilwa, Ruangwa, Temeke, Handeni, Same and Arusha. Save the Children implements the project through partner organisations: Ruangwa Organisation for Poverty Alleviation (ROPA), Patronage for Environment Management and Health Care (PEMWA), Lindi NGO Network (LINGONET), Kilwa NGO Network (KINGONET), Temeke Municipal and Pare Diocese - ELCT Same.

Save the Children conducted a baseline survey in the above mentioned districts in 2009 to assess the status of implementation of children's rights in the villages and wards by looking at the ability of the villages, wards and districts to identify and respond to child rights violations. Obtained findings formed the basis for Save the Children's and partner's interventions. In 2011 Save the Children conducted midterm evaluation to assess the progress made in implementing the programme after two years of implementation on the basis of the existing M&E plan.

The goal of the project is to contribute towards ensuring children, especially the most vulnerable, in seven districts in Tanzania are able to claim their rights, identify innovative solutions and receive appropriate support from duty bearers. Below are the three objectives with corresponding outcomes that are expected to be realized by the end of the programme.

Save the Children is a leading charity working to create a better world for children. The Embassy of Sweden is planning to conduct a joint External End of Term Final Evaluation of two Sida/Embassy of Sweden -funded projects. The projects are Giving Rights to the Silent Majority – Children in Tanzania (2009 -2014) and Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar (2011-2014). 55

A. Objective 1: Key decision makers at national and district levels enforce child rights through quality policies, plans, by-laws and resource allocation.

Outputs

- 1.1. Effective councils' coordination teams, resources and capacities in place for sustainable enforcement of child rights policies, plans and laws at the district level
- 1.2. Regional Child Rights Networks engaged with regional and district government to integrate and monitor child rights issues through district plan and budget
- 1.3. National laws and policies changed to support children's rights (ending early marriages and corporal punishment)

Objective 2: Child rights violations in the seven districts are continually identified and addressed through children's councils, CSOs and strengthened referral mechanisms at the district level.

Outputs

- 2.1. Children's Councils members elected, raising awareness about child rights, reporting on child rights violations to duty bearers, and supporting vulnerable children in accessing services in every ward in the selected districts.
- 2.2. Evidence gathered on child rights violations at the district level are used to inform planning and budget processes in the districts

Objective 3: From 2010, accurate media coverage of child rights and informs and influences the national debate.

Outputs

- 3.1. Media and CSOs engaged in advocating and promoting child rights by communicating to duty bearers and community on the needs and rights of the MVC
- 3.2. Positive forms of discipline and ending of early marriages promoted in Tanzania mainland
- 3.3. Public awareness campaign in district designed, implemented and informs national awareness raising on children's rights

II. Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar Project (2011 – 2014)

This is a three years programme implemented from 1 September 2011 – 31 December 2014 covering selected *shehias* (villages) in four districts of Pemba and six districts in Unguja. The overall objective of the project is to ensure that all children especially 10% of the most-vulnerable children, in Zanzibar are protected from all forms of abuse and exploitation by 2014 through implementation of a State wide multi-sectoral collaboration, with civil society. The project has two specific objectives:

Objective 1: By 2014 Zanzibar is implementing an integrated, functioning and well-coordinated child protection system using national guidelines on fulfilling the rights of and protecting children from all forms of abuse.

Expected results for objective one include:

1. Increased access and utilization of quality child protection services and mechanisms of crimes of sexual exploitation in 10 Districts (6 in Unguja and 4 in Pemba) for children and communities.
2. Child victims of sexual abuse and sexual exploitation in 6 Districts in Unguja and 4 in Pemba, access legal and paralegal services, psycho-social counseling, education, and are reintegrated into society.
3. Government and stakeholders buy in and continue the debate on the review and/ or repeal of legislation and policies that inhibit effective implementation of the Children's Act.
4. Increased awareness and knowledge on child abuse and protection to religious leaders, visitors, tourists, public transport operators and organizations.

Objective 2: To protect and withdraw children from worst forms of child labour in 50 communities of all 10 districts in Zanzibar through strengthening national and local policies, frameworks, strategies and institutions through piloting multi-sectoral programmatic work by the end of the project.

Expected results for objective two include;

1. An improved legal framework for the elimination of child labour.
2. 5000 Children withdrawn from labour, or who were at risk of entering into child labour in 6 districts of Unguja and 4 districts of Pemba are enrolled in regular schools, alternative education, or vocational training.
3. 1,000 Households in the selected communities' households with ex-child labourers are involved in the income generating activities program.

B. PURPOSE OF THE EVALUATION

The External Evaluation will assess the progress and impact made by Save the Children in its two programmes. Overall, the evaluation will assess Save the Children's approaches and strategies for relevance, effectiveness, efficiency, impact, and programme performance.

The purpose of the evaluation is to review and analyse Save the Children's relevance, effectiveness, efficiency, sustainability and impact and evaluate the programme results, achievement of objectives and programme impacts/outcomes and effects with a focus on the child rights governance and child protection and structure of the programme, the programmes rationale in line with the developed result frameworks for the two projects and identify possible lessons learned, and recommendations for modification/improvements in design and methodologies used.

The evaluation is expected to generate relevant findings, lessons, and recommendations which will inform future programme design in thematic areas of Child Rights Governance and Child Protection in Tanzania mainland and Zanzibar; and which will be shared with key stakeholders in Tanzania Mainland and Zanzibar at the national and district level, including Sida/Embassy of Sweden for potential scale up of developed models.

C. OBJECTIVES OF THE EVALUATION AND KEY EVALUATION QUESTIONS

This is an external end-of-term evaluation and it is expected to:

1. Measure achievements and outcomes of the two projects namely Giving Rights to the Silent Majority Children in Mainland (2008 – 2014) and Strengthening the Multi-Stakeholder National Child Protection System in Zanzibar (September 2011 – December 2014) as per project proposals, available baseline information and developed results frameworks;
2. Provide information for future advocacy and programming in the area of Child Rights Governance and Child protection and potential areas of mutual strengthening and collaboration;
3. Identify lessons learnt and explore potential for sustainability and scale-up of developed practices and services by Government of Tanzania at national and district level through enabling policy and economic environment.
4. Provide recommendations for improving program quality and program accountability to beneficiaries (especially children) and contribute to wider learning within Save the Children

The Consultant(s) will use the five criteria set out by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) to conduct the final evaluation. The five evaluation criteria are: Relevance; Effectiveness; Efficiency; Impact and Sustainability. Furthermore, the evaluation will use the UNCRC based criteria: best interests of the child, participation and non-discrimination. For each of the criteria, the Consultant(s) will get specific information on the project's performance from beneficiaries, partners and stakeholders.

Below is the specific information that should be collected under each criterion.

The Consultant(s) will examine the extent to which the projects are suited to the priorities of the target groups along the following lines:

Relevance

1. Have the activities and outputs of the projects been consistent with the overall goals and attainment of its objectives?
2. Were the activities and outputs of the projects consistent with the impacts and effects?
3. Was the overall project objective relevant to the specific needs of the population in the project area?

Effectiveness:

1. To what extent were the objectives achieved/are likely to be achieved in the project timeframe?
2. What were the major factors influencing the achievement or non- achievement of the objectives?
3. To what extent are unplanned positive effects contributing to results produced / services provided?

4. Have all planned target groups access to or are using project results available so far?
5. Are there any factors which prevent target groups accessing the results/services?
6. To what extent has the project adapted or is able to adapt to changing external conditions (risks and assumptions) in order to ensure benefits for the target groups?

Efficiency

1. Were activities cost efficient?
2. Were projects' resources managed in a transparent and accountable manner?
3. How flexible were the projects in adapting to changing needs?
4. How did the project co-ordinate with other similar interventions to encourage synergy and avoid overlaps?

Impact:

The Consultant(s) will examine if the project demonstrated impact, i.e. positive and negative changes produced by project interventions, directly or indirectly, intended or unintended. The examination will also be concerned with the positive and negative impact of external factors. The following will be explored:

1. What has happened as a result of the projects?
2. What real difference have the projects made to beneficiaries?
3. How many people (beneficiaries, partners or stakeholders) have been affected?
4. Have there been/ will there be any unplanned positive impacts on the planned target groups or other non-targeted communities arising from the project?
How did this affect the impact?
5. Did the project take timely measures for mitigating the unplanned negative impacts? What was the result?

Sustainability:

The Consultant(s) will examine if the projects has factored in sustainability when working with beneficiaries, partners and stakeholders. The following will be explored:

1. Have the projects resulted in leveraging of knowledge and interventions to ensure sustainable impact for children at scale?
2. How far is the project embedded in local structures?
3. Are the relevant authorities able to afford maintenance or replacement of the services introduced by the project?

4. Were project partner's capacities being properly built (technically, financially and managerially) for continuing to deliver the project's benefits/services? What support has been provided from the relevant national, sectoral and budgetary policies?
5. Is there a financial/ economic phase-out strategy? If so, how likely is it to be implemented beyond the project life?
6. What are the other major factors that have influenced the achievement and non-achievement of sustainability of the projects?

Replicability and scale

The Consultant(s) will examine if and to what extent are the approaches, services and interventions replicable across Tanzania and in other contexts?

Best interests of the Child

The Consultant(s) will examine to what extent have project objectives and activities taken into account best interests of children. The Consultant(s) will take into consideration children's questions proposed for this evaluation (Annex 1).

Child participation

The Consultant(s) will examine to what extent and how children participated in project cycle, and if their participation was compliant with Save the Children Practice standards: voluntary, safe and inclusive.

Non-discrimination

The Consultant(s) will explore if the principle of non-discrimination was respected. Have all the target groups been reached? Have most vulnerable groups of children been included in the projects? Have the programme work resulted in more equitable and non-discriminatory policies and interventions for children at district, regional, national and international level?

D. SCOPE OF THE EVALUATION

The evaluation will examine the results achieved by both projects, and areas for future synergies. It will explore policy and programmatic changes achieved by the projects both in Zanzibar and Tanzania Mainland, as well as impact on targets i.e. children from the perspective of available structures to address child rights violations targeted by the projects. The evaluation will include in-depth discussions with children's councils, child advisory board members, and government officials, implementing partners, parliamentarians, journalists, communities and other relevant key stakeholders. It will also incorporate the findings from the various, reports reviews and project documents. It is expected that the evaluation will cover selected areas (a sample) of the project locations.

E. SCOPE OF THE ASSIGNMENT

The Evaluators are expected to:

1. Provide an inception report highlighting understanding of the TORs for the external evaluation proposed methodology and plan for execution framework including the tools for data collection and detailed evaluation work plan for two projects mentioned above. This will/may include working with the Save the Children team to refine the evaluation design and sharpen the methodology and tools to be used including questions.
2. The Consultant(s) will review and analyse existing project documents provided by Save the Children programme team and management and manage the field data collection, analysis, and report writing.
3. The Consultant(s) will conduct the evaluation with children's council representatives, child advisory board members, sampled children, government officials at the national and district levels, parliamentarians, journalists and relevant stakeholders in the geographical areas that have been agreed on both in Zanzibar and Tanzania mainland.
4. Evaluate overall impact in relation to the organizational vision, given that it operates as one actor among many actors trying to achieve the same ultimate goal. Assess as to whether Save the Children contributed in a meaningful way to the achievement of overall vision.
5. Review the status of implementation of planned activities for the two projects. The Consultant(s) will make reference to the results frameworks of each project for the details assessment points, indicators and means of verification.
6. Assess the overall achievement and effectiveness of Save the Children Programmes in relation to stated objectives, outcomes and impact. Provide reasons for achievement or non-achievement of the objectives.
7. Assess the added value to Tanzania of the Save the Children activities conducted through its catalytic role in promoting child protection and child rights governance.
8. Review how donors and strategic partners view Save the Children and its roles.
9. Make recommendation on how to sustain the implementation and management of similar Save the Children programmes and interventions.
10. Provide conclusions on cost effectiveness and efficiency of the Save the Children operations.
11. Debriefing Save the Children key actors, review feedback and update report.
12. Submit final report with the analysis and conclusions of the External Evaluation process.

Save the Children International – Tanzania Programme

Save the Children office in Dar es Salaam and Zanzibar is responsible to:

1. Provide relevant project documents (proposals, reports, M&E plans, project deliverables etc.)
2. Provide list of and set appointments with key respondents, collaborators, implementing partners, children's council members, government officials and other stakeholders who the Consultant(s) agreed with Save the Children to meet and interview.
3. Project teams of the two projects (both Save the Children and partners) will be available for an interview, guiding the Consultant(s) to meet key stakeholders, acquire documents created by the project or elsewhere but relevant to the consultancy and other support to enable the Consultant(s) to get required information.
4. Save the Children will review the inception note and draft evaluation report

F. EVALUATION DESIGN AND METHODOLOGY**Methodology**

Both quantitative and qualitative methods should be employed in data collection, such as desk review of the relevant documentation; interviews with stakeholders and focus group discussions. The evaluation should include assessment against projects outcomes, outputs and indicators, as well as assessment of policy environment and the existing structures developed to others child rights violations and child protection issues.

The Consultant(s) will produce a methodological framework to evaluate both projects mentioned above before commencing the final evaluation. The methodological framework is a document which will show the sample design that will be used and the data collection methods that will be used. The data collection tools that will be used should also be stipulated in the methodological frameworks. In the document the Consultant(s) will also explain how they will involve children during the evaluation. The methodological frameworks will also state the geographical coverage where the final evaluation will be conducted and data analysis software that will be used. A timeline showing key activities should be attached at the end of the document.

Stakeholder Involvement

The key principle underlying the evaluation process is ensuring meaningful, voluntary and safe children's participation in data collection (where relevant to obtain peer feedback) and analysis.

The evaluation methodology should also ensure participation of government officials at the national and district levels, parliamentarians, journalists, communities and relevant stakeholders in the evaluation process.

Involvement of stakeholders to include but not limited to:

1. Children Councils and Children Advisory Board members

2. Save the Children Programme staff
3. Relevant Ministries in Zanzibar and Tanzania Mainland
4. Local Government Authorities of XXX, XXX and XXX (To be discussed with Save the Children)
5. Multilateral and Bilateral development partners working on child rights and child protection areas
6. Various CSOs working on child rights and child protection including Zanzibar University
7. Beneficiaries in the field
8. Any other stakeholders as may be discussed with Save the Children

G. PROFILE OF THE CONSULTANTS

To ease the procurement process Sida's Evaluation Framework Agreement will be used. A team of consultants (international and local) not exceeding four (4), not affiliated or representing the organization in anyway, will be contracted to carry out the external evaluation.

In terms of team composition, the Consultant(s) should be experienced in evaluation work. The consultants are expected to have the following key qualifications.

The International consultant should have the following qualifications:

1. Postgraduate qualification (Masters or above) in Social Sciences Policy and Planning, Law Monitoring and Evaluation or in a discipline relevant to this assignment with a minimum of five years' work experience.
2. An evaluation specialist with demonstrated experience in monitoring and evaluation of development programmes, and particularly child rights based programmes.
3. Must have significant experience working in developing countries, preferably Tanzania/East Africa.
4. Excellent research and analytical skills, in both qualitative and quantitative methodologies
5. Excellent writing skills in English;
6. Previous experience of similar assignments is an added advantage

The local consultant must have the following skills and knowledge:

1. Minimum of a Bachelor's degree in social sciences, development studies, or other related area.
2. Demonstrated knowledge of children rights policy developments and processes in Tanzania Mainland and Zanzibar

3. Knowledge and demonstrated experience in monitoring and evaluation methodologies including Results Based Management Frameworks
4. Demonstrated experience in assessing institutional development programs, particularly rights based programs
5. Excellent research and analytical skills, in both qualitative and quantitative methodologies
6. Clear understanding of expected role of civil society in development process and experience in working with or assessing partnerships between government partners on policy and system change at different levels (national and district)
7. Familiarity with institutions dealing with child protection and child rights governance matters at central and local government level in Tanzania Mainland and Zanzibar.
8. Knowledge of Kiswahili would be an added advantage.

The consultants are all expected to have a sound background and good knowledge of the following areas

1. Program monitoring, and evaluation
2. Participatory methodologies including child participatory methods
3. Institutional and organization development
4. Financial Management
5. English Language proficiency

It would be an added advantage if some of the consultants have an understanding of child rights and protection policy, legal context and environment in Tanzania Mainland and Zanzibar i.e. (Government policies related to children, The Law of Child Act in Mainland, Children's Act in Zanzibar, rules and regulations, National strategies related to children, District plans, budget and guidelines etc.).

Save the Children's work is based on deeply held values and principles; therefore it is essential that the selected Consultant(s) supports and demonstrates commitment to children's rights and humanitarian principles. Save the Children's Child Safeguarding Policy and Code of Conduct set out the standards which all staff members must adhere to. The Consultant(s) will be requested to sign and bound by the principles and conditions of Save the Children's Child Safeguarding Policy and Code of Conduct.

H. TIMEFRAME

The consultants shall prepare and submit a preliminary work-plan and budget for the evaluation. The consultants shall accomplish the work within an agreed timeframe of not more than 60 days (approximately eight weeks) including weekends, public holidays and travel time. This will involve travels to various areas (at least 3 districts), where Save the Children has programme activities, a preliminary desk study for revision/analysis of existing documents, consult and interview various people, analysis,

preparation of a draft report, discussions with stakeholders for feedback on draft and preparation of the final report.

Before commencing the field work, a brief inception report shall be submitted to and discussed with Embassy of Sweden and Save the Children. Immediately after completed field work, a debriefing meeting will be held between Save the Children, the consultants, Embassy of Sweden and any other relevant stakeholders to validate the key findings.

The Consultant(s) will submit draft reports to Save the Children and Embassy of Sweden for review and feedback five weeks after commencing the evaluation. The Consultant(s) will submit a consolidated final evaluation report of the two projects two weeks after receiving feedback and inputs from the Embassy and Save the Children.

The final Evaluation report shall be submitted **for approval by the Embassy of Sweden**, not later than **30th September 2014**.

I. REPORTING AND EXPECTED OUTCOMES

The report shall present the main findings and conclusions, and include recommendations essential for future development. The evaluation report shall be written in English and shall have the following structure:

1. Executive Summary- Summary of the end-of-funding evaluation with emphasis on main findings
2. Assessed interventions- description of the assessed interventions, its purpose, logic, history, organization, stakeholders and other relevant information
3. Lessons Learnt - general conclusions including a reflection on the organization's response to the midterm evaluation
4. Recommendations
5. The evaluation report shall not exceed 40 pages, excluding annexes.

The consultants will hold a debriefing on the highlights of their findings after completion of field work and before a draft report is submitted. The draft report will be submitted to the Embassy of Sweden electronically and in 2 hardcopies no later than **30th August, 2014**. It must also be submitted to Save the Children, electronically, by that same date. Within two weeks after receiving the Embassy's and Save the Children's comments on the Draft report, a final version shall be submitted to the Embassy and Save the Children, again electronically and in 2 hardcopies. The External Evaluation Report must be presented in a way that enables publication without further editing.

Contact persons

Embassy of Sweden: Joyce Tesha, Programme Officer, email: joyce.tesha@gov.se

Save the Children: Steven Thorne, Country Director, email: steve.thorne@savethechildren.org, Save the Children: John Kalage, Director of Programme Operations, email: john.kalage@savethechildren.org, Save the Children: Dragana Strinic, Programme Director- Quality and Advocacy, email: dragana.strinic@savethechildren.org

Annex 3 - List of Persons Met

Save the Children

1. Thorne, Steve
2. Mgata, Musa
3. Edna Kamaleki
4. Lisa Parrott
5. John Kalage
6. Feleke Alemar
7. Edna Lubega, CDA Temeke, formerly Arusha,
8. Daudi Buswelu, CDA Arusha, Temporary for Handeni

Embassy of Sweden

1. Lennarth Hjelmåker, Ambassador,
2. Anette Bolme Widholm, Democracy and Human Rights
3. Joyce Tesha, HIV/AIDS, Sexual and Reproductive Health and Rights
4. Maria Berlekom, Head of Development Cooperation
5. Margareta Brisman, Political and Commercial Affairs

National Level Stakeholders

1. Benedict Missani- Director for Children Development , Ministry of Community Development Gender and Children Affairs, (Department of Children)
2. Sandra Bisin- Chief of Communication, Partnership and Advocacy, UNICEF
3. Jacqueline Namfua- Communication Specialist, UNICEF
4. Edward Quoro- Journalist, TAJOC
5. Chululi Kisunda- Journalist; TAJOC
6. Eric Gugu, Child Rights Forum, Tanzania, Secretariat
7. Clement Mashamba, Board of Child Rights Forum, Tanzania

Temeke district

1. District Executive Director
Child Rights Resource Team
2. Mama Mhina- Community Development Officer
3. Sultan Mziray- Social Welfare
4. Bahiri Salehe- Community Development Officer
5. Lilian Kazega- School Inspector
6. Mary Besha- School Inspector
7. Shani Kanungila- School Inspector
8. Justine Mkoji- school inspector
9. George Rachage- education officer – primary
10. Enid S. Chambo- Community development officer

Same district

1. Herman Immaculate- Same District Commissioner
ELCT
2. Rev. Timothy J. Msangi
3. Aziza M. Sasi
4. Thea John
5. Stella S. Sasita
6. Paulo Mshana
7. Sabine Winbies
8. Diana Kijo
9. Raheli Magohe, CDO, ELCT

Child Protection Team (including representatives from the Police, Magistrate, Public Prosecutors, Social Welfare, Education)

1. Rosemary Solomon
2. Eliad Mashika
3. Adrian Kimamba
4. Christine Mfoy
5. WP PC Irene
6. WP DC Leah
7. WP PC Dorah
8. Mkuta Msekeni- legal officer

Members of the community

15 Parents, religious leaders, teachers

Njoro ward officials

1. Rose Mtera- WEO
2. Waidi Mnaya
3. Nathaniel A. Msangi- WEO
4. Athumani ALLY

Handeni district

Members of the district resource team

1. Amina Mweta
2. Hamidu Manyuti
3. Omary Mmbwego
4. Mwajabu Mkomwa
5. Mwanaisha Mhandi
6. Tahia Mhampi
7. Diana Sospeter
8. Salehe Mgaza
9. Titi S. Mkomwa
10. Neema Damas
11. Paschal Kunambi.

Members of the Community

1. Omari Sabuni
2. Fadhili R. Mlanda
3. Timothy Vyosena
4. Issae Kiure
5. Walter Koda
6. Rev. J. Machani
7. Elias Mkwizu
8. Niendewe Mwanyika
9. Charles Mgonja
10. Richard Sekibojo
11. Mmbogo R. Mwalimu
12. Agripa G. Mtenga
13. Rev. Sylraum Mshana
14. Elieneza Zephania
15. Imelda Kalist
16. Asia Mmbaga
17. Aljumaa Nkumbwa
18. George Maeda (VEO)
19. Salvatory Ndekia
20. Tatu Juma
21. Mwanaisha Mbwanbo

Child Rights Resource Team Handeni

1. Frank Anania
2. Leonard Mkayullah
3. Georgina Mjankwi
4. Geraidina Mutungi
5. Dr. Richard Nyiti

Children’s Council Members

1. Temeke Municipal Children’s Council (32 children, 12 girls, old and new members)
2. Temeke, Mburahati Ward Children’s Council (28 children, 14 girls, old and new members)
3. Same, District Children’s Council (37 children, 23 girls, old and new members)
4. Same, Njoro Ward Children’s Council (12 children, 8 girls)
5. Same, Ruvu Ward Children’s Council (20 children, 11 girls, old and new members)
6. Handeni District Children’s Council (13 children, 6 girls, old and new members)
7. Handeni, Kwasunga Ward Children’s Council (26 children, 17 girls, old and new members)
8. Handeni, Kwamatuku Ward Children’s Council (21 children, 12 girls, old and new members)

Annex 4 - Advocacy Efforts undertaken by SCI and CC Members

When	What	SCI role	CC members	Result
2010	Pre election lobbying by Children's Agenda	Active member of Children's Agenda, involved CC members.	Yes	1 presidential candidate, 44 MPs and 240 candidates for councillorship signed up to the 10 investment requests.
2010	MDG Summit in New York	Facilitated CC members in advocating for MDG 4	Yes	Children spoke at press conference on the day of the departure of Tanzanian delegation.
2011	Government workshop on Law of the Child Act	One of several CSOs. Drew on programmatic experience to contribute input.	No	Provided input to draft regulation- in areas of child safeguarding and tools for enforcing these; targeting MVCs; child participation. 7 sets of national rules and regulations endorsed in 2012.
2011	National Social Protection Framework	Input for operationalisation of framework. One of several actors.	No	Framework is operationalised.
2011	Tanzanian UNCRC Report	Lead in coordinating sections on civil rights and freedoms	No	Report submitted.
2011	Alternative UPR Report	Contributed text to draft. 6 of 16 organisations involved were SCI partners on CRG project.	No	Covered child protection, positive discipline, implementation of the Law of the Child Act 2009 in the contributed text.
2011	MPs make child rights recommendations to government	Organised visits of 12 MPs to districts, facilitated meetings with CC members, organised media coverage	Yes	Recommendations relating to adequate resourcing, actions to reduce school absenteeism, child protection, rolling out of CCs across country, public education campaigns, Law of the Child Act. 6 months later, MoF allocated TSH 500 million for training of all district councils in participatory planning & budgeting. GoT committed to re-sourcing and coordinating activities of Dept of Social Welfare with Directorate of Children Development. MP recommendations accelerated the endorsement of rules and regulations by MoCLA.

ANNEX 4 – LIST OF ADVOCACY EFFORTS

2012	Children's Input to Constitutional Review	With GoT, organised consultation with 65 CC members from 12 districts	Yes	Children called on i.a. free birth certificates, strengthening of education system, elimination of laws, policies, customary laws that breach children's rights.
2012	Follow-up meeting in Dodoma with 25 MPs and Minister and deputy Minister for CDGC	Facilitated participation of 14 CC members, organised media coverage. .	Yes	Minister to consult with CC members prior to MCDGC budget speech. MPs to advocate for: <ul style="list-style-type: none"> • extended maternity leave to accommodate breastfeeding • school feeding being resourced • rolling out of CCs • by-law to support enforcement of child right violations
2012	7-day technical workshop on the Prohibition and Elimination of Physical Punishment	Organised workshop with Global Initiative to end Corporal Punishment	No	Principal Education Officer MoEVT attended workshop. As part of effort to finalise action plan for multi-sectoral approach to VAC and government commitment to end VAC in institutional settings.
2012	First East Africa Child Rights Conference in Bujumbura	In collaboration with UNICEF and CSOs, prepared for meeting through national consultation with CC members.	Yes	4 of 5 children attending conference were from SCI supported CCs.
2012	CCs contribute to draft general comments on Child Rights and the Business Sector	Organised children's consultation.	Yes	<i>Global level result:</i> Tanzanian children's observations and recommendations were well received and adopted by the UNCRC Committee
2012	Children's Agenda Strategic Plan	Facilitated input and participation of CC members	Yes	CC members provided input to Plan – including setting measurable objectives, appropriate monitoring and children's participation throughout. CC members became part of coalition.
2013	Follow-up meeting with GoT on UPR, EAC Child Rights Conference and MP recommendations	Organised meeting and facilitated children's participation to hold government to account.	Yes	CC members advocated for ending corporal punishment and ending child marriages.

ANNEX 4 – LIST OF ADVOCACY EFFORTS

2013	Constitutional review process	Undertook consultations on the draft constitution with children at district level. Provided training to Children's Agenda members to help them conduct similar consultations in other districts.	Yes	Children's recommendations were compiled by MCDGC and submitted to the Commission for Constitutional Review in the second half of 2013
2013	Study visit for MoEVT to Zanzibar to learn about child safeguarding and positive disciplining	Organised the study visit.	No	MoEVT used experience to provide inputs into review of Teachers Code of Conduct (1962) and develop national guidelines for establishing child protection in schools.
2013	National Children's Conference on ending Corporal Punishment	With implementing partners and CCs, organised conference with duty bearers and religious leaders. Facilitated children's participation.	Yes	GoT initiated internal review process of laws with aim of providing recommendations of law reform to parliament.
2013	Review of Teacher's Code of Conduct 1962 and development of National Guideline for Establishing Child Protection	SCI provided inputs	No	
2013	Follow up meeting on UPR (2012), MP recommendations (2011) and EAC Child Right Conference	SCI organised the meeting with the government. Facilitated participation of implementing partners, and CC members and the media.	Yes	District Child Protection Team established and strengthened in five districts: MCDGC allocated resources to support CCs in Njombe, Iringa and Mbeya in 2013/14 financial year. Fact sheet of Law of the Child Act, 2009 disseminated at national level. National Child Helpline established
2014	UNCRC alternative report	SCI part of technical team that oversaw the process of developing and writing the UNCRC alternative report under the coordination of the TCRF. Facilitated children's participation in consultations	Yes	Called on CoT to implement effective measures regarding: <ul style="list-style-type: none"> • law reform to harmonise all laws with the ZCA and the LCA • Birth registration and certification in the State Party should be made compulsory • Children's health • protect children who are deprived of a family environment from abuses • monitoring the implementation of the CRC • Children with disabilities • Quality education

Annex 5 - Documents Consulted

1. Alffram et al *Assessment of possibilities of Swedish support to promote accountability, transparency and civil society capacity in Tanzania*, 2014.
2. Ali, Maimuna Omar & Jess Fullwood-Thomas, "Establishing Children Advisory Boards – Step by Step Guide", Save the Children Tanzania.
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4. Children's Agenda, *Children's Agenda Strategy 2012-2015*.
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10. Evangelical Lutheran Church in Tanzania, Pare Diocese. "Giving Rights to the Silent Majority Children in Tanzania" - Quarterly reports for 2012 and 2013.
11. Government of the United Republic of Tanzania, "Junior Council of the United Republic of Tanzania".
12. Plummer, May Louisa, "Child Rights situation Analysis for Tanzania" prepared for Plan International and Save the Children, draft 22 October 2014.
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14. Save the Children in Tanzania, *Child Protection Strategy 2012 – 2015*.
15. Save the Children in Tanzania, *Tanzania Child Rights Situation Analysis, Child Protection*, May 2012.
16. Save the Children in Tanzania, *Tanzania Country Brief, Education*.
17. SC Tanzania, "Out of Station Policy, Tanzania Programme", Effective 1 January 2014.
18. SC Tanzania, "Module 1: Child Protection: Concepts, Principles and Basics".
19. SC Tanzania, "Module 3: Psychosocial Support for Children that have Experienced Abuse, Neglect and Exploitation."
20. SC Tanzania, "Module 3: Interventions to Protect Children from abuse, Neglect and Exploitation".
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24. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Programme Document”.
25. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Proposal for 18 Month Extension”.
26. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania Results Framework, July 2013 – December 2014”.
27. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania Risk Analysis and Management 2013-2014”.
28. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania Work Plan for 18 Months Extension Period, July 2013 – December 2014”.
29. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania Workplan”.
30. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Annual Report, January – December 2009”.
31. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Quarterly Report Jan-March 2014”.
32. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Annual Report, January – December 2010”.
33. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Annual Report, January – December 2011”.
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36. SC Tanzania, “Giving Rights to the Silent Majority Children in Tanzania, Audited Accounts, 2009-2013”.
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39. Swedish Ministry for Foreign Affairs. *Results strategy for Sweden’s international development cooperation in Tanzania, 2013 – 2019*
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42. SC Tanzania One-Pagers on:
 - Panita
 - Advocacy
 - Child Rights Governance
 - Emergency Response
 - One Stop Centre
 - Programme Overview
 - VICOBA

- Working with communities to reduce maternal and child deaths from preventable diseases in Lindi
- Kangaroo Mother Care

Websites:

<http://www.childrightsforum.org/>

<http://www.unicef.org/tanzania/11975.html>

<http://tanzania.savethechildren.net/>

Annex 6 – Evaluation Matrix

Evaluation questions	Indicators	Sources
Effectiveness/Impact		
<ol style="list-style-type: none"> 1. To what extent have/are the projects achieved/achieving targeted objectives according to plan? What have been key challenges? Have objectives been modified along the way, including adapting to changing needs? What are/were the major factors influencing the achievement or non- achievement of the objectives? 2. What are the main achievements of the projects? To what extent are there indications that beneficial changes have occurred at micro, meso and macro levels (micro – individual/family; meso – community/local governance; macro – society/national)? 3. To what extent are there unplanned positive/negative effects and if so, to what extent are they affecting the project results? To what extent have the projects mitigated negative effects? 	<ul style="list-style-type: none"> • Extent outputs have been achieved • Extent and nature of outcomes/effects achieved at micro, meso and macro levels • Extent objectives have been modified to adapt to changing needs • Extent of positive/negative unplanned effects • Evidence of achieving desired results reported by grantees. • Evidence of advocacy processes by SCT, partners and/or CCs that have contributed to changes in behaviours, actions, relations and policies at micro, meso and macro levels. • Evidence of media coverage of child rights issues • Evidence of multiplier effects 	<ul style="list-style-type: none"> • Annual reports • Annual plans • SCTs media monitoring reports • Mid-term evaluation • Interviews with SCT staff • Interviews with SCT partners • Field visits • Interviews with parliamentarians, journalists • Discussions with children at district level • Interview/discussions with local and central level duty-bearers •

<p>4. To what extent have the projects achieved child rights based process objectives during implementation, including:</p> <ol style="list-style-type: none"> Voluntary, safe and inclusive participation The best interest of the child Non-discrimination - have the projects work resulted in more equitable, inclusive (including children of different gender, ethnic/religious minority, socio-economic background, disabilities, sexual orientation, etc.) and non-discriminatory policies and interventions for children at local, district, regional and national levels? 	<ul style="list-style-type: none"> Evidence of voluntary and safe participation permeating processes Evidence of non-discrimination and inclusion permeating processes Evidence of the best interest of the child permeating processes 	<ul style="list-style-type: none"> District visits Discussions with children at district level Annual reports Annual plans Mid-term evaluation Interviews with SCT staff Interviews with SCT partners Interview/discussions with local and central level duty-bearers
Sustainability		
<p>5. How far is the project embedded in local structures – plans, human resource allocations and budgets? Did partner country stakeholders participate in the planning and implementation? Are the projects supported by local institutions and well integrated with local social and cultural conditions? What support has been provided from the relevant national and sectoral policies and budgetary allocations?</p> <p>6. To what extent has local technical, financial and managerial capacity been developed for continuing to deliver the projects' benefits/services?</p> <p>7. Is there a phase-out and exit strategy? If so, is it viable and being implemented according to plan?</p> <p>8. Are there other major factors have influenced the achievement and non-achievement of sustainability of</p>	<ul style="list-style-type: none"> The extent to which capacity built will be retained The extent to which the grantees have the financial and technical (ICT) capacity to maintain benefits achieved The extent to which the organisational structures are sustainable after the end of the support The quality and relevance of the exit strategy The extent to which the support is integrated into the cultural context The extent to which support from other funding sources has been secured <p>The extent there is evidence that the approaches, services and interventions are replicable and scalable in Tanzania/Zanzibar</p>	<ul style="list-style-type: none"> Study of sustainability plans Interviews with SCT staff Interviews with SCT partners Discussions with children at district level Interview/discussions with local and central level duty-bearers

ANNEX 6 – EVALUATION MATRIX

the projects?		
9. To what extent are the approaches, services and interventions replicable across Tanzania/Zanzibar and in other contexts? To what extent can they be brought to scale?		
Relevance		1.
10. Was the overall project objective relevant to the specific needs of the population in the projects' areas? 11. To what extent are the (implicit) theories of change of the projects relevant to the contexts? 12. What role has SCT played among the child rights actors in Tanzania? What added value does SCT and the projects bring?	<ul style="list-style-type: none"> • The breadth and depth of child participation in governance structures in Tanzania • Extent of child protection needs • The needs in relation to child protection responses • The need in terms of child protection prevention • Relevance of theory of change implicit the support • The state of the policy framework for child participation and child rights governance • The extent of financial and technical support from SCT in Tanzanian child rights fora, UPR and UNCRC processes 	<ul style="list-style-type: none"> • Annual reports • Mid-term evaluation • Interviews with SCT staff • Interviews with SCT partners • Field visits • Interviews with parliamentarians, journalists • Discussions with children at district level • Interview/discussions with local and central level duty-bearers • Interview with Swedish Embassy • Interview with resource persons (specialists, other donors, etc) • Study of some country relevant situation analyses
Efficiency		
13. Have the projects been managed with reasonable regard for efficiency, using the least costly resources possible to achieve the desired results? To what extent have the projects' resources been managed in a transparent and accountable manner?	<ul style="list-style-type: none"> • Appropriate levels of staff and structures put in place to manage the projects • Comments in auditor reports • Extent to which financial information is clearly presented and used for decision-making 	<ul style="list-style-type: none"> • Annual financial reports and auditor's reports • Mid-term evaluation • Interviews with SCT staff • Interviews with SCT partners • Interview with Swedish Embassy

ANNEX 6 – EVALUATION MATRIX

<p>14. How flexible were the projects in adapting to changing needs and (favourable and unfavourable) external conditions to meet objectives?</p> <p>15. How did the projects co-ordinate with other similar interventions to encourage synergy and avoid overlaps?</p>	<ul style="list-style-type: none"> • Extent to which there are cost-conscious systems and routines in place • Extent to which the projects have been organisationally and administratively flexible and responsive to changing conditions • Extent to which the projects have shared information and coordinated with similar interventions and in doing so have achieved greater cost efficient use of resources 	
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Evaluation of Save the Children's Child Rights Governance and Protection Projects in Tanzania – Mainland project

The Evaluation of Save the Children's project Giving Rights to the Silent Majority – Children in Tanzania Mainland (2009-2014) assesses effectiveness, impact, relevance, sustainability and efficiency. The evaluation found that the project was a relatively ambitious undertaking that successfully combined strategies at the macro, meso and micro levels in Tanzania. The project has achieved some notable results in a difficult area of work, such as a systematic and effective approach to advocacy; democratically elected Children's Councils in seven districts; and, a methodical and consistent approach to developing and strengthening viable child rights systems at the local level. The evaluation identified two main areas that will need attention in future child rights governance efforts. These are i) strengthening of the indigenous child rights CSOs so that the Tanzania's child rights movement can actively hold duty-bearers to account regularly at all levels; and, ii) including local communities in the child rights work.

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