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Sida Decentralised Evaluation

Dr. Kate McAlpine

Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2015

Final Report

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**Final Report
April 2017**

Dr. Kate McAlpine

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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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Executive Summary

This study is a continuation of Sida's efforts to understand the impact that their CSO partners are achieving in effecting change with citizens, professionals, elected officials and Tanzanian institutions. The analysis builds off the original 2014 study. The annual reports of ten organizations are analyzed, with an additional source of data being the transcripts of conversations with seven of the partners.

A meta-integral framework is used to provide a structure to the analysis of different types of social impact that are being achieved. The framework seeks to understand the change in individuals' self-concept; change in individuals' observable behavior; change in the techno, political and socio-economic system in which the Tanzanian Government operates; and changes in people's relationships. A grounded theory method was used to analyze the data (Glaser & Strauss, 1967).

The findings reveal that the main concern that unites all of the partners is how to promote pro-social values, model responsible behavior, and actions that benefit others. Partners target citizens as a result of their social identity, their gender, or their stage within the life course. They target professionals because institutions only function when high performing individuals staff them. Elected officials are targeted as a way to build popular trust in the electoral process. Institutions are targeted because they enable partners to achieve reach.

Sida's partners implicitly assume five things. They assume that a safe environment exists for people to pressure for change; that social change takes time; that participants will go on to act for the benefit of others; that bonding ties and social capital is built when people come together; and that a collective voice from citizens and civil society puts pressure on the Government.

Partners sense that Tanzania currently exists in an ambiguous space that is characterized by discomfort, and the sense of waiting before a social transformation occurs. In response to this opportunity they undertake multifaceted interventions that include campaigning; creating opportunities for self-development; generating and sharing evidence to inform engagement; improving citizens', professionals', and partners' effectiveness; improving the functioning of institutions; advocating for responsive social services; promoting popular engagement in democracy; promoting respect for human rights; and supporting citizens to claim their rights when they are violated.

Results are achieved in all four quadrants of the meta-integral framework. In terms of the individuals' self-concept, citizens are becoming authors of their own lives. They

become confident, know they have rights, and value service. Citizens model responsible behavior. They learn the skills to become agents of change and take public action. Partner's concern to promote justice, quality and responsiveness, is prompting institutions to embark on a journey of continuous, intentional improvement. Finally people who are typically marginalized are building deep connections, come together, and have their voices heard by elected officials.

The core question that unites all partners as they evolve their programming is "how to achieve reach and how to build a social movement?" The main strategies that they use are to develop an extensive network of partners and to engage with the media. This reliance on media engagement provokes questions that the partners would do well to systematically explore as they seek to scale their impact in a way that offers value for money.

The results from the 2015 analysis largely align with those of the previous year. However, the quality of the data and thus the depth of the analysis are much improved. A more nuanced picture of the results being achieved is emerging. Emerging insights include a concern that partners are using their perception to read duty-bearers' mindsets and not systematically investigating the types of incentives that would catalyze changes in their behavior. A methodological challenge in these studies is that partners do not make a distinction in their reports between the behavior of individual public servants, and that of the institution that they represent. As a result the partner's thinking about how change in institutions actually occurs remains opaque.

The theory of change that was developed in 2014 is further deepened in the discussion section of this paper. The 2015 theory of change is more closely aligned with the partners' own analysis of their context, intent, and results than that posited in 2014.

1. Methodology

PURPOSE

Sida is seeking knowledge about the larger impact that is achieved through its investment in civil society partners and their work. The first iteration of this study was conducted in 2014 (McAlpine, 2016). This 2015 study continues the endeavor to understand the impact that Sida's partners achieve.

SAMPLE AND DATA

The work of ten organizations, whose work was supported by Sida during 2015, is sampled. These are The Union of Tanzanian Press Clubs, The Media Council of Tanzania, TAWLA, Zanzibar Legal Services Centre, TGNP, Restless Development, Haki Elimu, Legal & Human Rights Centre, Femina Hip, Save the Children, and TEN/MET. These partners are considered to be Sida's key partners in Tanzania. The annual reports of seven of these organizations, excluding HakiElimu and TEN/MET, were analyzed in the 2014 study.

The core data is the annual reports that partners submitted to Sida documenting their work for 2015. However, one of the recommendations from the 2014 study was that a greater range of data be analyzed, and that partners be involved in scrutinizing the initial analysis. As a result conversations were facilitated with seven partners. These meetings served a data collection and an analytic function, and were an opportunity close the feedback loop, counter-check for partner subjectivity and bias, to reflect on action, and to discuss how to apply the lessons from that reflection in programming. The objectives of these meetings included:

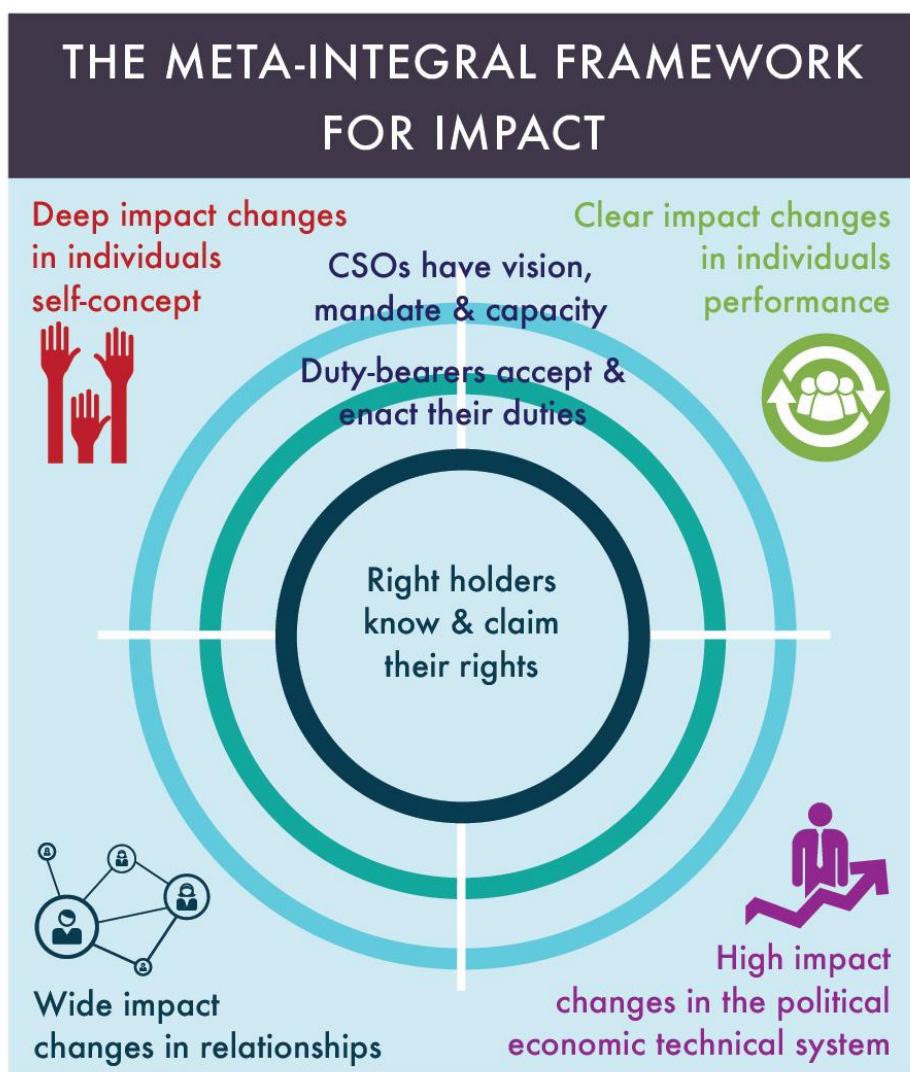
- To collaboratively define terms that are frequently used in the annual reports, such as 'advocacy,' 'lobby,' or 'dialogue' and to seek out more information about the forms these interventions take, and the assumptions that underpin them.
- To create space for the partners to articulate the nature of the changes that they are seeing and to explain why they think this change is happening.
- To discuss with partners the process of their work, and how they are engaging in the design or facilitation of their interventions.
- To involve partners in scrutinizing and validating the initial analysis of the annual reports.
- To verify the numbers being claimed in the annual report and agree a consistent way to present this data.

The transcripts of these meetings provide additional data that saturates the analytic categories that were established during the initial coding of the annual reports.

THE ANALYTIC FRAMEWORK

The initial analytic framework is drawn from Integral Theory (Wilber, 1996). Integral theory creates a broad orienting map of the place of people in relation to the universe, life and spirit.

Fig 1. Meta-integral framework for impact



The meta-integral framework that is used in this study was developed by Sean Esbjorn-Hargens (2015) with the intent of providing a structure to analyze the types of social impact that agencies and individuals are trying to achieve in the world. The framework seeks to understand the change in individuals' self-concept, or what he calls "deep impact." This is the subjective realm of individuals' interior worlds. The

framework also seeks to understand the change in individuals' observable behavior, the "clear impact" of the upper right quadrant in figure 1. In the lower right quadrant the framework seeks to understand change in the techno, political and socio-economic system in which the Tanzanian Government operates, or "high impact". Finally, the framework explores changes in people's relationships and in the relationships between different sectors, the "wide impact" of the lower left quadrant.

Sida also have two frameworks that underpin their analysis of social change. These are the human rights based approach (Sida, nd) and an approach to capacity building (Department for Policy and Methodology, 2005). These frameworks seek to articulate the relationships between rights holders knowing and claiming their rights, duty-bearers accepting and enacting their responsibilities, and CSOs acting on their vision and mission in a way that they add value to development efforts.

All three frameworks have been aligned in this study to support an analysis that seeks to understand how citizens, CSOs, the media, public servants, and elected officials are changing, and how this ripples out in terms of institutional performance and wider social relationships.

RESEARCH QUESTIONS

The data was examined to answer four overarching research questions.

- What shifts are occurring in individuals' self-concept and attitudes?
- What new knowledge do individuals have? What new skills do individuals possess? How do people behave? What evidence is there that trainings are designed or facilitated with any appreciation of how adults learn and shift their perspectives?
- How is the Government behaving? How do partners influence Government?
- What evidence is there of the emergence of new forms of social relationship?
- What evidence is there to validate the assumptions in the emerging theory of change?

ANALYSIS

A grounded theory method was used to analyze the data. Grounded theory is a process that generates ideas that are grounded in data about participants' problems. The intention is to build abstract theoretical understanding of latent patterns of behavior. It is essentially a codified method for generating theory that consists of systematic, yet flexible guidelines for collecting, analyzing and constructing theories (Glaser & Strauss, 1967). Data is collected, coded, and analyzed in an iterative process. As the researcher codes, categories and their properties begin to emerge, and the researcher begins to generate hypotheses about the relations among the categories and the key variable starts to become clear. Grounded theory allows the researcher to

go beyond verifying facts and describing experience to generating an explanation of them.

One of the limitations of the 2014 study was an over-reliance on secondary data that meant that it was impossible to verify some of the claims made in the data. In response this 2015 study includes an additional analytical step whereby the initial analysis was verified with the partners, providing an opportunity for them to explain their work in a face-to-face setting. The transcripts of these meetings were then coded to saturate the analysis.

Research products include this research report and an accessible summary that comprised of the info graphics.

Dissemination. The research products are the property of Sida and will be shared within the organization, with the CSO partners, and potentially with other donor partners. There may be opportunities to write these findings up in the form of a journal article and to submit them for scrutiny to a peer-reviewed journal. This piece of work is pioneering in the way it has used qualitative data to build a nuanced and theoretical perspective on what CSO partners do, how they intervene, and why a case can be made for investing in them.

2. Findings

PARTNERS' CONCERN IS HOW TO PROMOTE PRO-SOCIAL VALUES, MODEL RESPONSIBLE BEHAVIOR, AND ACTIONS THAT BENEFIT OTHERS.

Fig 2. Partners' main concern



The main concern that unites all of Sida's partners is how to change peoples' behavior so that they possess pro-social values, model responsible behaviors, and act for the benefit of their families and communities ^[171 refs].

I am the author of my own life ^[5 refs] Partners working with youth want young people to have self-efficacy and to believe they can be the authors of their own lives; to be “*confident and competent change-makers*” (Femina Hip).

I model responsible behavior ^[10 refs] Restless Development, TAWLA and Femina Hip intend to foster responsible lifestyles and good decision making, particularly around sexual and reproductive health behaviors, economic empowerment and protecting oneself from human rights violations.

Justice, Quality, & Responsiveness ^[81 refs] Partners want institutions that promote and uphold justice, that provide quality services, that are responsive to citizens and users, and that are held accountable for their performance. LHRC, ZLSC and TAWLA’s intent is to achieve sustainable access to justice for vulnerable groups. Save the Children’s intent is to support the Government in the establishment of functioning child protection systems. Haki Elimu, Restless Development and TEN/MET are concerned to improve the quality of education. Finally, the intent of the Union of Tanzania Press Clubs and the Media Council of Tanzania is to promote self-regulation in the media and to improve accountability and public trust.

Citizens engaged and act collectively ^[85 refs] The partners’ intent is that citizens are informed, are engaged in matters of concern to them, and undertake collective action. They are striving for a culture that embodies human rights. This would a culture where children are more visible and that promotes youth led development. This involves “*bring[ing] a child focus to the conversation*” (Save the Children) and “*youth leadership, programming, insight, learning, and policy engagement*” (Restless Development). LHRC, TGNP, Restless Development, and TAWLA all focus on creating conditions that enable girls and women to thrive and to contribute to the familial and collective good.

PARTNERS IDENTIFY IN MULTIPLE WAYS ^[27 REFS]

The underlying values of the partners are optimistic. “*We tell the positive stories*” (Femina Hip). There is no one identity that is adopted by all of the partners. Save the Children and TAWLA self-identify as watchdogs on the state, and HakiElimu identifies as a constructive actor who offers solutions.

“They started changing the way they perceived HakiElimu like, These are trouble makers,” they started looking like, “Hey so you guys are actually doing something amazing.” In this strategy apart from doing advocacy we also wanted to demonstrate what works.” (Haki Elimu)

A frequent self-identity was as activists and catalysts for change.

“You’re like lighting the fire and then the results will be largely in the hands of the young people” (Restless Development)

“I think Save the Children is a spark of change” (Save the Children).

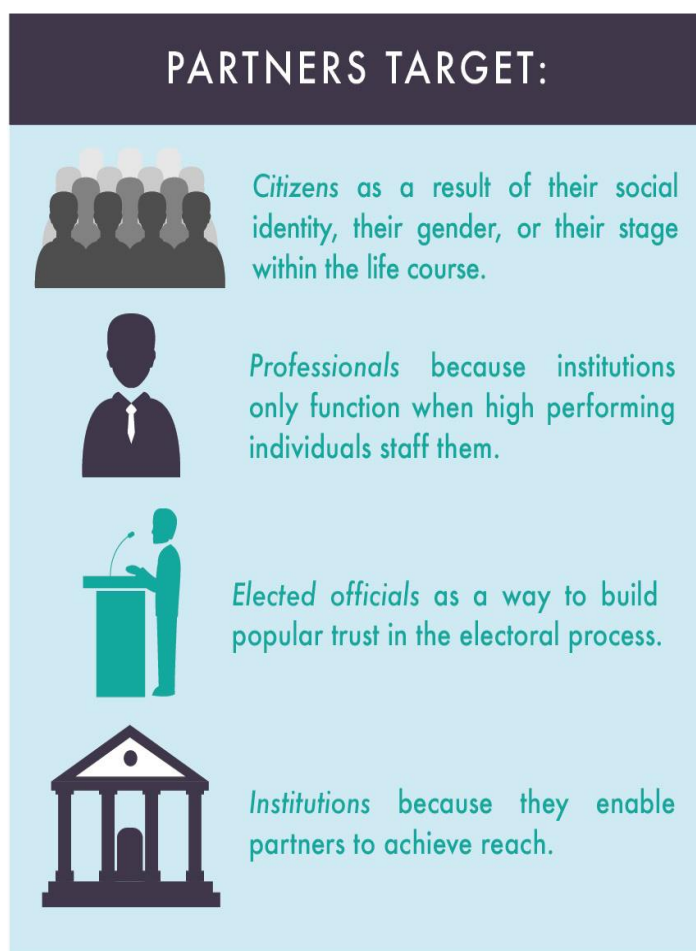
LHRC identify as being peacemakers. *“We are the peacemaker, we are the partners, not competitors.”* Femina Hip and HakiElimu recognize their track record and uniqueness.

“It's a flower among many flower but the flower which has a different color, because of our capacity, because of our experience, because of our objectivity, because of the impact that we are able to make in terms of bringing change” (Haki Elimu).

TARGET GROUPS

Partners target citizens because of their social status, professionals because of their influence in improving institutions, elected officials because of a commitment to democracy, and institutions because they enable partners to reach more citizens.

Fig 3. Partners target



Citizens are targeted as a result of their social identity, their gender, or their stage within the life course. For example, prisoners and people with disabilities were targeted because LHRC and ZLSC have a specific mandate to protect the rights of the most marginalized groups.

“ZLSC believes that all human beings are equal before the law and they deserve to be treated equally according to the law” (ZLSC).

Save the Children and HakiElimu target parents because their behavior directly affects children’s access to services and ability to thrive. Children, youth and women are targeted because of a working assumption that these groups continue to be marginalized, vulnerable, and economically disempowered. When partners target volunteers in the form of paralegals, Friends of Education, or ICS volunteers the rationale is that they act as a conduit for achieving the partners’ intent and thus building their capacity is of inherent value. HakiElimu target the wider public because they want to shift popular mindsets with regards to valuing education and to garner popular support that can pressurize policymakers.

Professionals are targeted because institutions only function when high performing individuals staff them. Journalists are seen as having an important role in building a culture that embodies human rights. HakiElimu targets policymakers because of their role in influencing change within the education sector. Save the Children and ZLSC target public servants in schools, councils, and within ministries with training because the quality of their personal performance is so fundamental to building institutions that respect human rights and provide quality services.

Elected officials are targeted as a way to build popular trust in the electoral process. LHRC, ZLSC and TGNP target elected officials; specifically candidates in the 2015 election, councilors and Members of Parliament because of their central role in delivering an honest election. TGNP & ZLSC target election oversight structures including the National Electoral Commission, the Zanzibar Election Commission, and Registrar of Political Parties.

Institutions are targeted because they enable partners to achieve reach. When targeting institutions partners focus on faith based organizations because of their continuing influential role in society. Restless Development target health centers because of their role as the *“provider of youth friendly health services”* and higher learning institutions because of their population of young people who are craving information about careers.

PARTNER’S FUNDAMENTAL ASSUMPTIONS ^[152] REFS]

Sida’s partners implicitly assume five things as they articulate their identity, decide who to target and how to intervene. They assume that a safe environment exists for

people to pressure for change, that social change takes time, that participants will go onto act for the benefit of others, that bonding ties and social capital is built when people come together, and that a collective voice from citizens and civil society puts pressure on the Government.

Fig 4. Partners assume



A safe environment ^[5 refs] The theory of change that emerged from the 2014 analysis assumed that the state wants to do the right thing. Certainly the underlying assumption of all Sida's partners is that Tanzania provides a relatively safe environment and space from which people can pressure for change. However, with the election of the fifth phase Government under the leadership of President John

Pombe Magufuli there is a sense that this space may become more constrained, and that the openness of Government to being held accountable by CSOs should not be taken for granted.

Social change takes time ^[28 refs] All partners emphasized that social change takes time and that interventions need to be delivered over a period of years in order to achieve real impact. Both the context in which partners operate and the nature of their interventions evolves. Partners who are now reaching 20-year milestones speak confidently that they possess credibility because of their reputation across the country. The challenge lies in extricating what is inherently valuable about the existence of a particular CSO and their mandate, and the specific impacts that they are achieving or not, within programmatic timeframes. It is even more challenging to identify whether those impacts would have arisen irrespective of the partners' existence.

A virtuous cycle is created where participants go on to act for the benefit of others ^[10 refs] Partners who work with young people are very clear that their efforts have an inter-generational impact; and thus the real change is seen over decades as youth go on and champion the work, the messages and act as role models for others.

“Young people are nurtured into change-makers who then act for the benefit of themselves, their peers and the community.” (Femina Hip).

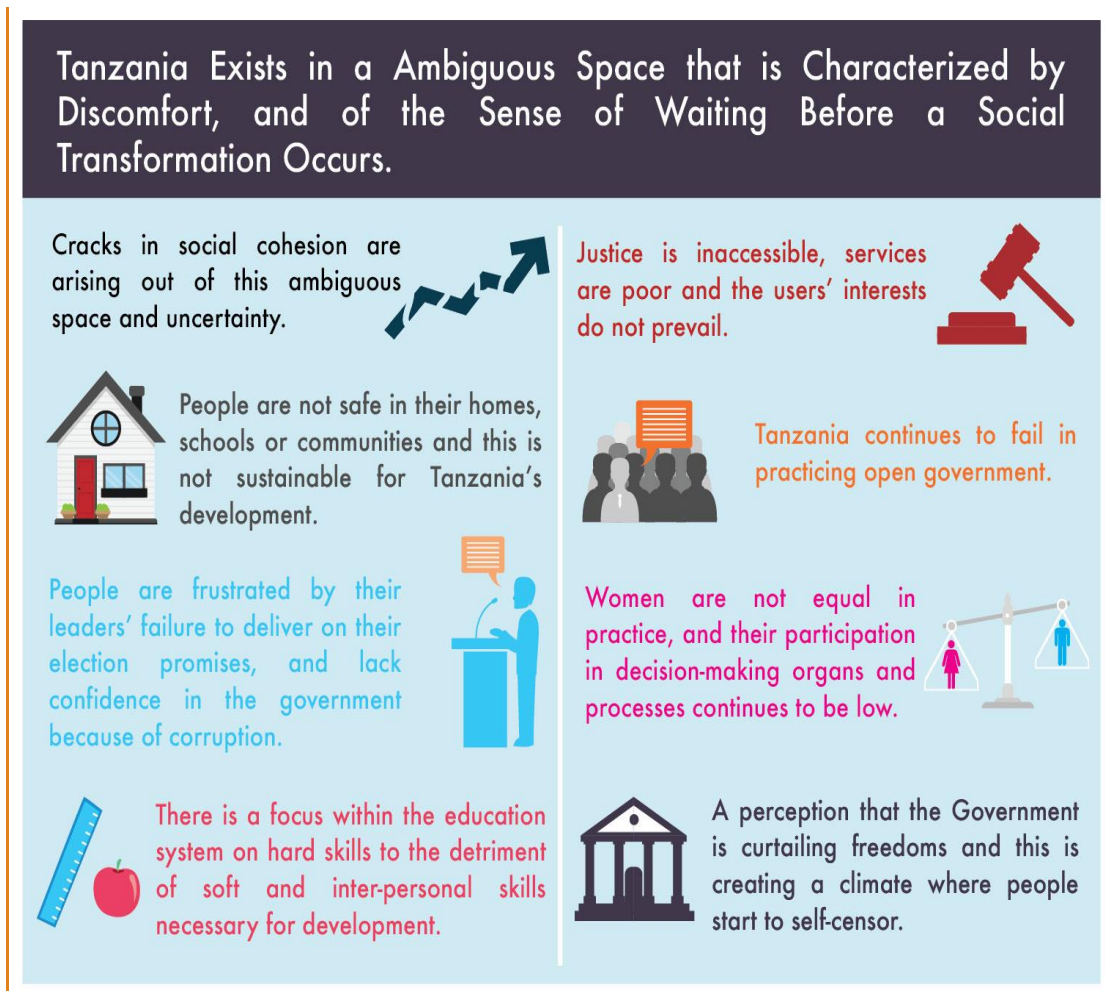
Bonding ties and social capital is build when people come together ^[15 refs] The centrality of conversation in all of the partners' interventions is based on an assumption that when people come together in conversation to solve their problems they also build relationships and bond with each other. This generates social capital that then positions the group to act on issues that are of concern to all of them. This aligns with Sida's 2014 theorizing that collective action is possible.

A collective voice from citizens and civil society puts pressure on the Government ^[4 refs] The final assumption that applies across all partners is that civil society desires and is capable of building a collective voice, and in doing so will be able to bring greater pressure to bear on the Government. This often manifests in the enthusiasm for both networking and networks; the latter often being held up as a sign of collective voice.

CONTEXT - AN AMBIGUOUS SPACE WHERE CRACKS IN SOCIAL COHESION CREATE ETHICAL DILEMMAS ^[242 REFS]

A deeper analysis of the data reveals that partners sense that Tanzania currently exists in an ambiguous space that is characterized by discomfort, and the sense of waiting before a social transformation occurs.

Fig 5. The context in which partners operate



An ambiguous space ^[18 refs] Tanzania exists in an ambiguous space that is characterized by discomfort, and of the sense of waiting before a social transformation occurs. Old habits, beliefs, and identities are starting to disintegrate. Society is still underpinned by patriarchal social norms. Despite the prohibition of discrimination in the Constitution (1977) many community members still engage in customary practices that discriminate against women. At the same time as age old social structures persist the country is rapidly urbanizing, with an annual rate of change of 5.36% (<http://www.indexmundi.com/tanzania/urbanization.html>). Urbanization brings with it new demands on citizens, planning and social services. Tanzania is also rapidly approaching what is known as “peak youth” with the largest youth population in human history. The sheer numbers of young people provides an opportunity to drive human centered development or pose a threat to social cohesion.

Cracks in social cohesion ^[136 refs] Cracks in social cohesion are certainly arising out of this ambiguous space and time of uncertainty.

People are not safe in their homes, schools or communities and this is not sustainable for Tanzania's development.

"I was raped at the age of 10 years, in Standard Five. He was our neighbor and I did not say anything" (Femina Hip).

"People killed due to witch craft beliefs, mob violence and extra judicial killings" (LHRC).

"A 15 year girl who was raped by police officer in Shinyanga" (LHRC).

"This whole thing about child sexual abuse is just awful" (Save the Children, ZNZ).

People are frustrated. Citizens are also frustrated by their leaders' failure to deliver on their election promises, and lack confidence in the government because of corruption. Part of their frustration lies in the fact that citizens lack power within and over institutions. The 2014 analysis (McAlpine, 2016) revealed that public officials are defensive because they feel that they are being scrutinized and criticized.

Young people are not learning soft skills. There is a new focus within the education system on hard skills to the detriment of soft and inter-personal skills that are necessary for fostering harmonious relationships, gaining and sustaining employment, or taking up new opportunities. Young people are a particularly vulnerable group within Tanzanian society. They been marginalized from interventions, services and access to decision-making and continue to be so. Young people and women are particularly insecure. In the absence of the right skills, experience and networks individuals need to dig deep in order to transcend their economic vulnerability.

"Even if we impact them with all these skills, still the job market cannot absorb all of them" (Restless Development).

Justice is inaccessible, services are poor and the users' interests do not prevail. Tanzania continues to fail in practicing open government.

"The OBS 2015 report which was launched in November 2015 indicates that Tanzania scored 46 out of 100 points and has yet to improve enough to move out of the middle category on the Open Budget Index" (HakiElimu).

Conflicting legal systems and retrogressive laws particularly affect women and youth's access to justice and to develop themselves. Women are particularly vulnerable to violations of their rights to own their property when involved in matrimonial breakdown. In the 2015 period under review corruption continued within the Government system, taking the form of bribe taking, and attempts to complicate citizens' efforts to claim their rights. The process of devolution by decentralization is not working as intended with central Government continuing to control the bulk of allocation of funds to local government authorities, and a failure to finance development initiatives that have been prioritized at a district level. The Government continues to be inconsistent in taking up a child rights perspective and focusing on

child protection, with a continued failure to resource the social welfare workforce or to allocate funds to a child protection budget line.

Women are not equal in practice. Their participation in decision-making organs and processes continues to be low. There is little evidence of gender mainstreaming, and of the political will to open up leadership positions throughout the hierarchy to women.

[Self] Censorship ^[26 refs] A number of Sida partners perceive that the Government is curtailing freedoms and that this is creating a climate where people start to self-censor. Partners do not assume that it is safe for them to address all issues, and self-censor on issues such as LGBT or safe abortion. The profession of journalism continues to be risky, with threats of prosecution should an article be considered seditious. Partners fear crackdowns on space for public voice.

Ethical dilemmas ^[40 refs] Partners are confronted with dilemmas that need to be resolved if social development is to occur in Tanzania. These questions have emerged from the analysis of the partners' reports, but partners have not tried to give solutions or pose answers to these questions.

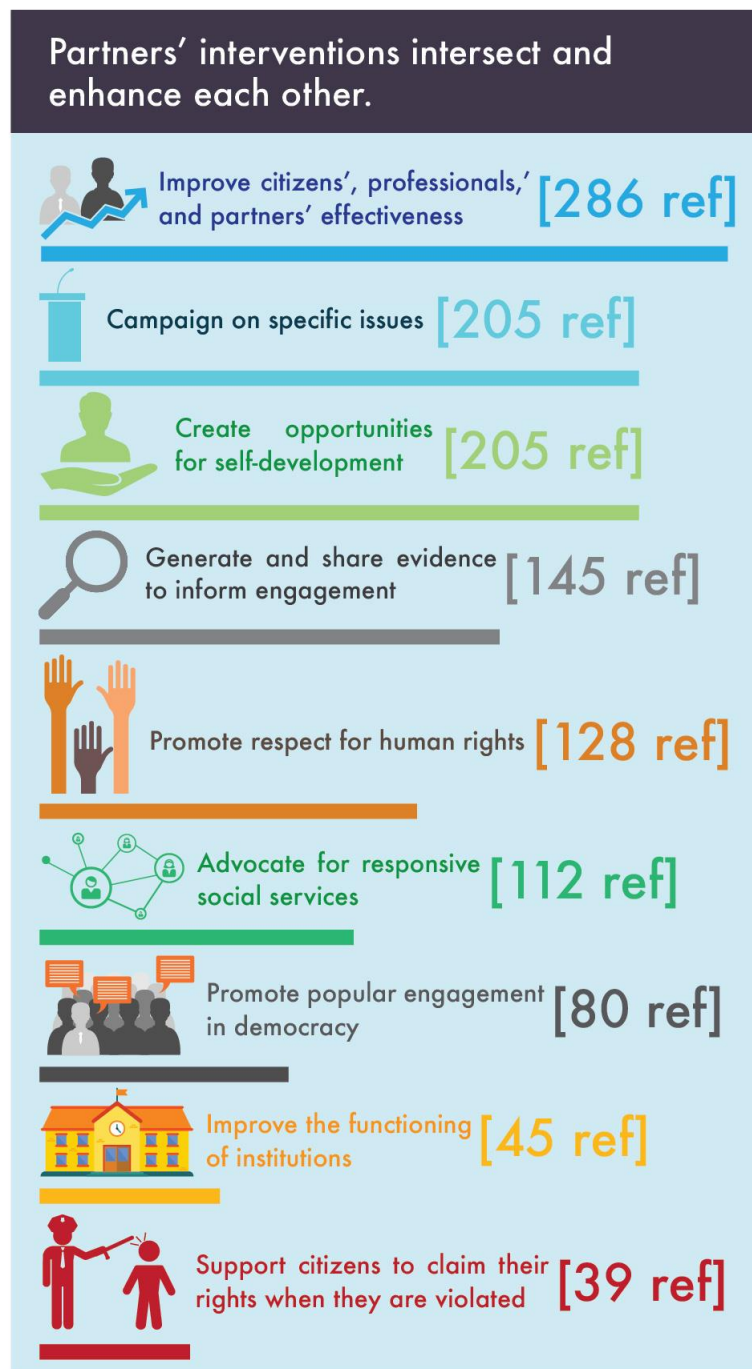
Fig 6. Partners' dilemmas



PARTNERS' INTERVENTIONS INTERSECT AND ENHANCE EACH OTHER [1,247 REFS]

Partners undertake multifaceted interventions that include campaigning; creating opportunities for self-development; generate and share evidence to inform engagement; improving citizens', professionals', and partners' effectiveness; improving the functioning of institutions; advocating for responsive social services; promoting popular engagement in democracy; promoting respect for human rights; and supporting citizens to claim their rights when they are violated.

Fig 7. Partners' interventions intersect and enhance each other



CAMPAIGN ON SPECIFIC ISSUES [205 REFS]

Assume that knowledge of rights is a precondition for making demands. Partners who involve themselves in campaigns make a working assumption that people are inherently capable. It is when they know they have entitlements, understand the protections due to them, and are motivated and intentional they stop self-censoring and start to make demands.

With this assumption partners champion issues of concern using a variety of tactics. Issues covered include girl power, the participation of youth in the election, early childhood education, and inclusive quality education.

Partners who are well versed in the use of media such as HakiElimu and Femina Hip strategically use different media channels such as radio, television, print media and community outreach to reinforce their campaign messages, and to achieve reach.

LHRC and Save the Children produce significant numbers of print materials that popularize their campaign messages. Agencies with less media expertise tend to take a strategic approach by using international days that recognize a particular group or issue to get their message into the public domain. For example Day of the African Child, International Women's Day, and World Press Freedom Day. Conferences have been hosted by TEN/MET and the Union of Tanzanian Press Clubs. ZLSC organized a public rally to campaign against child abuse.

Partners use the media to advance their campaigns. Press conferences are being used to get research findings and the partners' position into the public domain. One strategy used by HakiElimu is to set the agenda for journalists and train them to cover it.

CREATE OPPORTUNITIES FOR SELF DEVELOPMENT [205 REFS]

Assume that use of self is a precondition for economic empowerment. Partners who work with young people and women assume that livelihood success is contingent on people learning the soft intra and inter-personal skills that are typically neglected within the formal education system.

Femina Hip has a sophisticated and integrated way of intervening to support young people to develop their potentials. This uses what they call an "open media platform" that combines the SMS platform "*Sema na Fema*," radio, television, and the renowned Fema magazine, which is distributed to schools and used in school clubs as a prompt for group activities, dialogue and learning. The club members are consistently stimulated to action by teachers and their fellow students.

"That's also for us the difference in our clubs versus other organizations' clubs, is that we have the magazines, so there's something tangible that we're putting into the clubs on a regular basis rather than coming in and saying, Okay. We want to start a club and maybe here is a manual on how to run your club, and then we'll see you later"(Femina Hip).

Femina Hip use competitions, such as "Best Club of the year" and "Best teacher of the year," to incentivize and celebrate people's involvement. Save the Children use essay and drawing competitions as a spur to encourage young people to think about and articulate the ethical issues that arise when children are married. Femina Hip and Restless Development have organized youth festivals, and TGNP a gender festival. The intent of festivals is to stimulate debate (TGNP), generate communications messages (Restless Development), and provide an opportunity for young people to

self-organize (Femina Hip). Restless Development give young people opportunities to develop and exercise their leadership capabilities, so that they can *“take up positions on decision-making bodies from community to national level.”* Restless Development organizes career fairs where young people can meet potential employers. Femina Hip offers career counseling, and host a youth conference that *“brought together Fema Club mentors and students from across the country to learn and celebrate their achievements from the past year.”*

Assume that creating space for young peoples’ voice is of inherent value. The underlying design principle of all of these interventions is to create space for young people’s voices. This stems from the value that young people have something important to say. Young people participate in dialogue, their needs and ideas inform the development of communication materials. More widely, young people participate in dialogue, are guided and inspired, and are exposed to people who model the desired behaviors. Young people who behave responsibly act as positive role models who encourage others to follow. Peer support is used as a way of exposing young people to others who have been through the partners’ intervention and opening them up to the possibilities of change and helping them to build confidence. Young people are approached with an empathetic ear, are encouraged to be honest about their situations, and are celebrated when they adopt the desired behaviors.

GENERATE AND SHARE EVIDENCE TO INFORM ENGAGEMENT [145 REFS]

Assume that evidence-based planning occurs. Partners who focus on generating and sharing evidence do so based on the working assumption that the Government plans based on evidence.

They generate new knowledge by conducting original research on issues such as the poor performance of the national education system, about human rights violations, corruption, and the state of the media. Femina Hip, HakiElimu and LHRC tactically seek out knowledge about solutions and best practices. For example, HakiElimu explains its approach.

“When you’re trying to point out about the challenges, for example the budget management, you also need to come up with the solutions. Yes you are misusing the funds on training or you’re not allocating money for the education sector, but if you want to allocate more this is the option. Cut down the unnecessary expenditures on one, two, three, which you can get this amount of money and if you add this here you can be able to use it to solve one, two, three. That is the approach that we’re applying” (HakiElimu).

One strategy HakiElimu and MCT use is to monitor media trends so that it can pick up on stories and build its knowledge base. LHRC and TAWLA participate in national review processes and contribute to reports to UN mechanisms that monitor Tanzania’s progress.

Partners use the knowledge and learning that they have generated to inform their advocacy, to stimulate debate, and to position themselves as adding value to wider civil society.

IMPROVE CITIZENS', PROFESSIONALS,' AND PARTNERS' EFFECTIVENESS [286 REFS]

Partners spend considerable time and resources developing training materials and training their target groups. Content covered is wide-ranging and includes, but is not limited to, training on early childhood education (Haki Elimu), how to handle land disputes (LHRC), human rights monitoring (LHRC), election reporting (MCT), self-representation (TAWLA), and self employment and empowerment (Restless Development). Femina Hip and Restless Development focus on skill development for young people; particularly the soft skills that are neglected in the formal education system.

There is limited evidence that these trainings are designed or facilitated with an appreciation of how adults learn and shift their perspectives. Almost all partners report that they actively reflect on their own organizational behavior action in order to continuously improve, and they follow up training participants to help the content embed itself. Femina Hip, TAWLA and UTPC use mentors to guide, offer support, and facilitate. LHRC and ZLSC put efforts in getting printed information to their paralegals that support their learning. Femina Hip is explicit in explaining how their outreach is informed by effective pedagogy.

“Outreach work ensures that our products are used in active learning environments ... As well as through face-to-face activities and active learning in outreach interventions... During the three day event the teacher mentors were engaged in our active learning training and also received an orientation on career counseling of students, and activity which is largely missing in Tanzanian secondary schools” (Femina Hip).

Restless Development also demonstrates some concrete thinking about how young people learn and adopt new behaviors.

“The tour uses interactive sessions to raised awareness around sexual reproductive health and rights to in school and out of school youth, encouraging behavior change, which would reduce the occurrence of new HIV/AIDS infections and early pregnancies... We work through a team of peer educators that rotate around 12 schools in Lindi to deliver a career development program, focusing on life-skills, entrepreneurship and ICT” (Restless Development).

IMPROVE THE FUNCTIONING OF INSTITUTIONS [45 REFS]

Assume that the state wants to do the right thing. Partners who are engaged in strengthening government institutions assume, as does Sida, that the Government wants to do the right thing, that they will respond to citizen pressure and scrutiny, and that they will endeavor to uphold the domestic and international commitments that they have made.

In order to strengthen their own institution TEN/MET, UTPC and ZLSC facilitate learning visits for its members to “*for the purposes of practical learning*” (UTPC). Save the Children provides technical support to the Government “*on child rights programming, planning and budgeting*” and on strengthening the management of the National Child Protection Unit in Zanzibar.

HakiElimu and their Friends of Education strengthen school management and performance by monitoring schools believing that monitoring enhances accountability.

“Sometimes they do go and visit schools and communities and they come up with issues. They go and meet with local government leaders and they discuss on how they're going to address those issues on their own without even actually waiting for HakiElimu maybe to provide the space for them because it's already doing that. Sometimes they're even being used by the education officers to go and monitor schools” (Haki Elimu).

The Media Council of Tanzania inspects the quality of training institutions “*to ascertain capacity to deliver curricula*” (MCT). They also offer a mediation service to resolve complaints between media houses and complainants, and investigate the reasons for the closure of a radio station.

ADVOCATE FOR RESPONSIVE SOCIAL SERVICES [112 REFS]

Assume that multi-faceted approaches to advocacy need to be undertaken.

Partners assume that one approach to advocacy does not fit all contexts. A number of partners advocate from within the system by using clubs in schools, and their members who are part of the elite. Others amplify the influence of positive deviants who behave in a socially desirable way or establish pressure groups made up of citizens.

Identify the problem. Partners draw on evidence to identify the flaws in the current situation and as an entry point to getting Government buy-in for change.

“The first thing that we do most of the time will be research to understand the magnitude. Then when we want to actually do the particular project we first have to have that entry ... Something to do with the local government within the particular region that we're going to work in. They must know that we're going to work on that particular issue. Then after that we can have like say a training with them to introduce the project, and to make them understand what we're trying to do” (TAWLA).

Haki Elimu, TGNP, and Save the Children track the allocation of funds to the sector / group / issue. We “*engaged with the budget processes to analyze, monitor and disseminate information and evidences on allocation of resources as a way of tracking government performance*” (TGNP).

Create demand. Partners conduct outreach to their target groups to “create awareness”, “mobilize” and “sensitize” them to the problem and to generate demand for change. They may use the media or face-to-face engagement with people; but their intent is to generate public pressure on the government and to demonstrate that a

“critical mass” is demanding change. *“Once there is a public fuss made they Government starts to respond”* (Haki Elimu). Restless Development, LHRC, Save the Children and Femina Hip all espouse a process of change that is driven by young people, helping them to articulate their demands, develop a youth manifesto (Restless Development), and engage with adult decision makers.

A variety of tactics are used to create demand. The foremost of these is dialogue that *“sought to solicit views and enlighten people on policies and development issues in order to improve their participation and support”* (HakiElimu). HakiElimu also uses what they call media advocacy.

“Basically that the media department we’re responsible for communicating the advocacy messages, the issues that you want to advocate for, to the target audiences who are mostly the policy makers, through the media channels that matters most to them” (HakiElimu).

TGNP uses community animators who *“have worked with the community radios to popularize the issues, making follow ups on the promises made by their leaders during the feedback sessions, as well as demanding solutions to the issues raised.”* Restless Development and TGNP establish community hubs as a way of stirring collection voice and demands. Femina Hip tries to translate the wider national policies or goals into practical action that can be undertaken locally. TAWLA distribute noticeboards to communities, *“to facilitate the display of income and expenditure reports, notice of meetings, announcements and other important information from leaders to the community members.”*

Influence decision makers. Save the Children, TAWLA, TENMET and ZLSC engage legislators via quiet chats, meetings with Parliamentary committees, and seminars. MCT, Save the Children and TEN/MET have hosted conferences to highlight particularly the problems in the education sector and the poor implementation of the Law of the Child.

PROMOTE POPULAR ENGAGEMENT IN DEMOCRACY [80 REFS]

Assume that a people driven Constitution is the foundation. The working assumption behind partners’ continued engagement in the constitutional review process and the 2015 election is that a people-driven Constitution is the foundation for wider people-centered and democratic development.

Partners that engage in this intervention understand that their legitimacy to do so derives from their contact and relationship with people at the grassroots as they engage in widespread civil education. LHRC, ZLSC, TGNP, and the Media Council of Tanzania engaged in election monitoring and reporting of the 2015 election with a view to monitoring the extent to which *“the relevant bodies adhered to human rights principles and standards in the course of implementation”* (LHRC).

Tactics that have been used to promote popular engagement in the constitutional review process, in the voter registration process, and in the eventual 2015 election includes packaging and disseminating information for public consumption, encouraging the public to exercise their rights to vote, and catalyzing public debate about issues of democracy.

PROMOTE RESPECT FOR HUMAN RIGHTS [128 REFS]

Assume that the law enhances community development. The working assumption that underpins partner's efforts to promote respect for human rights is that the protections of the law and access to justice are preconditions for wider community development.

Partners see themselves as gaining their legitimacy to influence further up the hierarchy from this grassroots engagement that enables them to tap into people's lived realities. LHRC, ZLSC, MCT and TAWLA start by highlight the flaws in the current situation. For example

"Expressing the shortcomings of the Proposed Constitution and the Referendum Act No.11 of 2013" (LHRC).

"The discussions on all the four TV programs were centered on the concerns of the Council and the Coalition on the ATI and Media Services Bills" (MCT).

LHRC has developed a perception index for the four civil and political rights with the intent that it will show "trend of human rights violations regarding the said rights over a period of time and feed into the Annual Human Rights Report." Fact-finding missions are conducted to locations where human rights violations are thought to have occurred, in order to better understand the needs of a group prior to intervening.

LHRC promote knowledge of human rights via the dissemination of publications and lectures. Femina Hip does likewise via their media platform and school clubs. LHRC considers the work of its paralegals to be one of grassroots engagement around the promotion of human rights. The partners have catalyzed public debate over the safety of journalists (MCT), and ending child marriage and punishment in school (Save the Children). MCT held a formal dialogue with donor partners to "request the donors to assist the media stakeholders by putting pressure on the government not to send the deficient bills to Parliament" (MCT).

Partners aim to promote human rights via the hosting of conferences and seminars. For example, conferences have been hosted on Quality Education (TENMET), youth (Femina Hip), and national Internet governance (UTPC). They conduct human rights monitoring that *"paints a picture of the human rights context"* (LHRC), and generate evidence of rights violations that can be pursued.

LHRC have engaged in public interest litigation in protest at the Cyber Crime and Referendum laws on the basis that both are discriminatory. They also filed a strategic interest case “*supporting 1,325 Nyakunguru villagers in Tarime against Acacia Mining Ltd who acquired their land and evicted villagers.*” LHRC, MCT & TAWLA all engage with Parliament via quiet chats to plant the seeds for change within the system.

SUPPORT CITIZENS TO CLAIM THEIR RIGHTS WHEN THEY ARE VIOLATED [39 REFS]

Assume that empowerment occurs through self-representation. TAWLA assumes that the act of self-representation in the court system primes individuals to become self-empowered and this ripples out in many domains of their lives.

The primary intervention to help citizens to claim their rights when they are violated is via legal aid, which is provided by LHRC, ZLSC and TAWLA. The service is usually delivered by paralegals. Those issues that frequently arise as matters that require legal aid inform partners’ wider advocacy efforts. TAWLA subsidizes the service for poor clients, but they do charge a token amount because “*when it's free sometimes people take it for granted*” (TAWLA). They also provide a toll-free number where,

“Our Legal Officers gave the callers general legal advice, arranged for drafting of documents and gave information on referrals to other institutions like Ward Tribunals, the Police Force, reconciliation/mediation board etc” (TAWLA).

TAWLA explains that going to court is the last resort and that the personal and legal benefits can usually be achieved via mediation. This also plays to the strengths of their own members who are offering their services on a pro bono basis and are often reluctant to go to court.

REACH OF PARTNER'S INTERVENTIONS

Fig 8. Partners' reach



Only Femina Hip [n= 8,653,727], LHRC [n= 1,127,751], Restless Development [n= 646,254] and TAWLA [n= 12, 691] estimated the numbers of people who are aware of their interventions, but the total reaches 10,440,423.

Femina Hip, HakiElimu and Restless Development are the only partners who report their social media reach.

- Number of Facebook likes: Femina Hip = 13,893, HakiElimu F = 70,500.
- Number of Twitter followers: Femina Hip = 3,242, HakiElimu = 40,000, Restless Development = 27,3670.
- Number of unique web visits: Femina Hip = 32,185

It is notoriously difficult to know the reach of media products. Femina Hip has conducted systematic and valid research into its radio listenership, concluding that they have 802,201 listeners. ZLSC is more speculative claiming that more than 90% of Zanzibaris listened to their radio broadcasts. In terms of television viewers, Femina Hip concludes that 507,974 people watched their shows. TAWLA speculates that

“TAWLA managed to raise awareness through television and reach more than 16 million people who watched television programme through ITV, TBC, and Channel Ten”.

The size of the print run on publications is easier to track. Femina Hip produced about 142,000 copies of each issue of Female Magazine, with an estimated readership of 1.5 million. HakiElimu printed 319,220 copies of various publications. LHRC produced 850,300 fact sheets, legal aid materials and reports. The Media Council of Tanzania produced 46,325 manuals, books, newsletters and journals. Restless Development printed 20,500 copies of the Youth Manifesto. Save the Children on the Mainland produced 5,000 calendars and 4,000 child rights handbooks. ZLSC printed 2,000 copies of Sheria na Haki.

It is easy for partners to send out thousands of SMSs, but more challenging to generate responses from recipients. Femina Hip received 51,018 messages, LHRC received 2,422, and Restless Development received 1,705.

Face to face interactions are reported to have taken place in schools and via festivals. The number of people participating in training has not been tracked, because the data did not permit this type of analysis. Femina Hip is operating in 2,500 secondary schools and has 119 teacher mentors. Restless Development reached 170 schools. TAWLA works with 168 peer educators in 8 secondary schools. Femina Hip hosted the Family Festival, with 800 attendees. Fema Clubs organized 12 Fema Club festivals, with the participation of an estimated 100 secondary schools. 2,000 people attended the Day of African Child / Race for Survival in Zanzibar hosted by Save the Children.

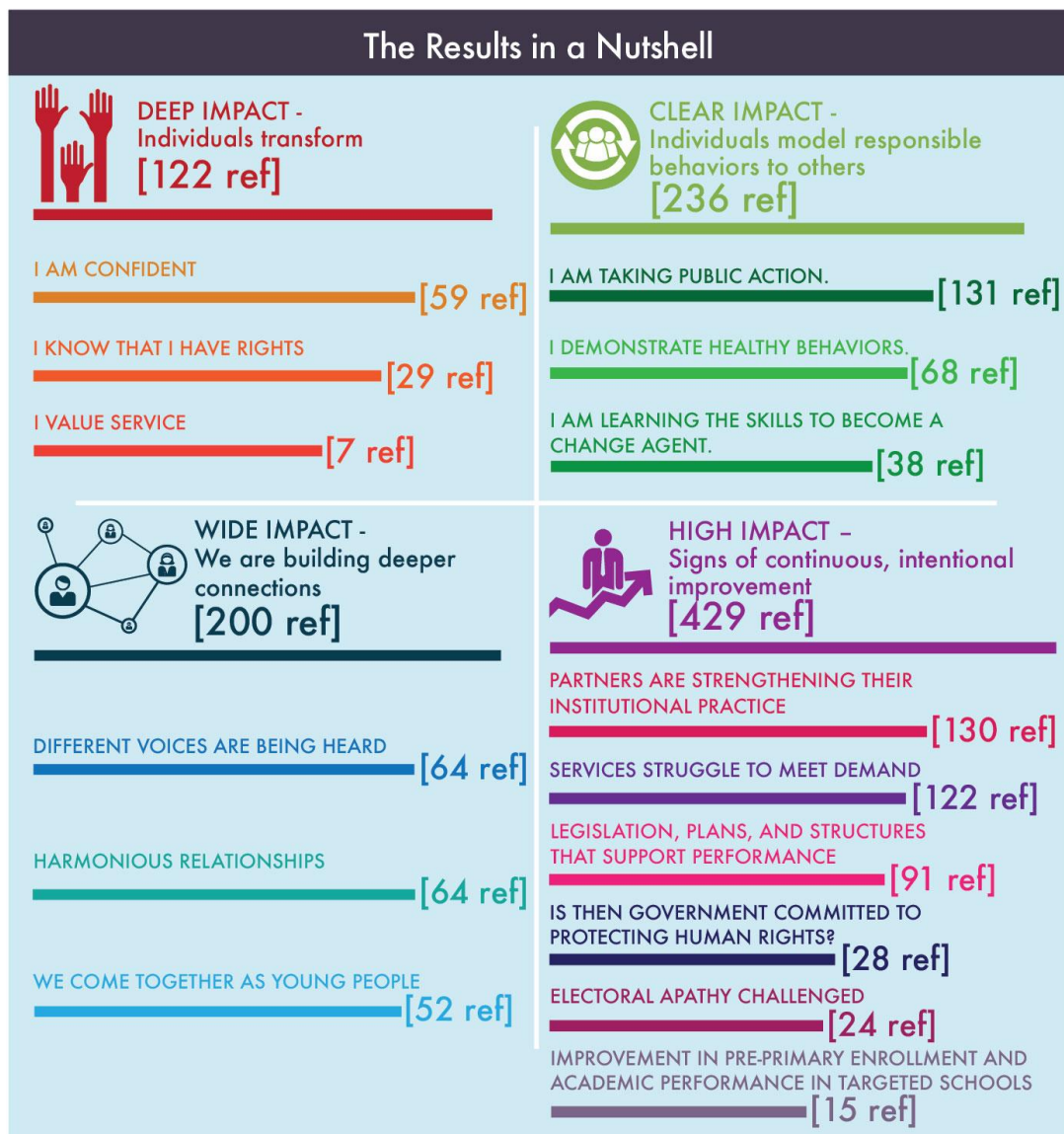
Partners' members, youth reporters, and active networks champion the partners' agendas. In terms of membership, HakiElimu has 38,491 Friends of Education. LHRC has 160 members. The Media Council of Tanzania has 192 institutional members.

Save the Children Mainland has 7,500 members of children's councils. TAWLA has 514 members. TEN/MET has 40 institutional members.

The Union of Tanzania Press Clubs has 4,800 members. ZLSC has 82 paralegals. Femina Hip has 160 youth who act as print journalists, 334 who act as radio journalists, and 200 who act as TV journalists. Femina Hip has a 8 networks of Fema clubs, and Restless Development has 47 Health Youth Groups.

Results

Fig 9. Overview of results



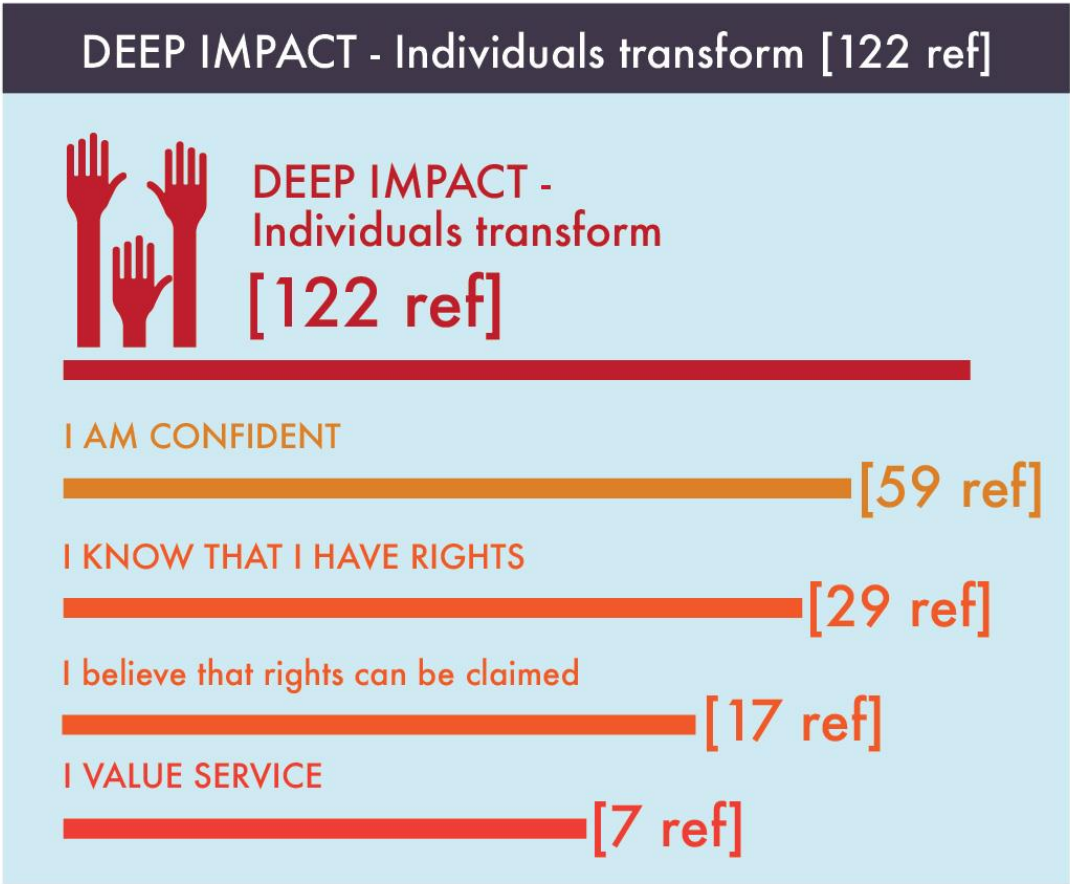
Results are achieved in all four quadrants of the meta-integral framework for impact. In terms of “deep impact” citizens are becoming authors of their own lives. They become confident, know they have rights, and value service. Citizens who model responsible behavior demonstrate “Clear impact”. They learn the skills to become

agents of change and take public action. In the lower right quadrant, partner’s concern to promote justice, quality and responsiveness, there is evidence that institutions are on a journey of continuous, intentional improvement. Finally people who are typically marginalized are building deep connections, come together and have their voices heard by elected officials.

DEEP IMPACT - INDIVIDUALS TRANSFORM [122 REFS]

In the realm of individuals’ self-concept there is evidence that citizens who come into contact with the partners’ interventions start to transform. They become confident, know that they have rights and believe that these rights can be claimed, and value service to others.

Fig 10. Deep impact - Individuals transform



Individuals are transforming their sense of self as a result of their engagement with partners.

“Before Restless Development she was a student. Then she fell pregnant when she was 16 or 17 then she had the baby. She was just sitting at home. She lost hope completely and she wanted to commit suicide. Somewhere somehow her sisters met a Restless Development volunteer and she started learning about SRHR and the livelihood project at Mabinti Tushike Hatamu Project. When she was going back home she was talking to her young sister about these things, that you know you are not supposed to lose hope. There is one, two, three, four that you can do around livelihoods as well as on SRHR, how to protect yourself and those kind of stuff. Then later when this young mother joined the Mabinti Tushike Hatamu Project she started learning about these things. She later started a business. She is making batik and she is making cloth ... She is now taking care of her child. She know how to value herself, to protect herself so she is no longer a victim ... At the same time she is now taking care of her child. She said her daughter now is joining kindergarten” (Restless Development).

I AM CONFIDENT [59 REFS]

Individuals report that their confidence has grown as a result of their involvement with the partners. *“I believe that now I can talk to anyone regardless of their level and status in the community” (Femina Hip).* They self identify as being part of something bigger than themselves and believe in their own agency. Young people who are involved with Femina Hip identity as being part of the wider Fema Family. *“Children are no longer silent” (Save the Children).* Young people share that as a result of their engagement in partner’s interventions they realized that they needed to change the direction of their lives and that they are now proud of what they are doing in the world.

“I came to realize that I was heading in the wrong direction ... I decided to change my friends, and to seek more counseling and advices from responsible big girls... and to make a complete turn on my relationships and choice of friend” (Femina Hip).

Young people are now able to say ‘no’ when approached for sex; are serious about their work, and says that they are making their dreams come true.

“I remember meeting with a Femina Hip staff member when I was a student. He challenged me to be aware of my dreams and follow them. Then I remember that at school they used to call me “advocate”. I did not have any law qualification by then, but I had the ability to argue with facts and evidence. I always speak out my ideas even in meetings with teachers.” (Femina Hip).

I KNOW THAT I HAVE RIGHTS [29 REFS]

Individuals know about the negative impacts of the problems that they face in their lives the impact of poor education. They also know that they have rights. *“For me, the most important right is the right to be protected and the right to be respected” (Restless Development).* *“There was a growing sense of awareness of human rights, particularly with regard to the issue of violence” (ZLSC).*

I believe that rights can be claimed ^[17 refs]. There is a difference between knowing about rights, and believing that these rights can be claimed. There were seventeen references in the data to individuals who have made this shift. This validates the

assumption being made in Sida's emerging theory of change that states, "When people know that they have entitlements and understand the protections to them, they stop self-censoring and start to make demands." Instances when individuals have claimed their rights and demonstrated that change is possible, include women seeking legal advice, citizens questioning leaders, and young people changing their behavior and moving forward positively.

"We have bigger number of people who are representing themselves, but then we also have bigger number of cases that we have won out of the self-representation... We should be proud that we were able to empower these particular women to represent themselves, and then at the end of the day the outcome is they have won their cases. They have their own house, and then even themselves they will feel that they own the success"(TAWLA).

"I was a very naughty boy, but Fema managed to transform it positively" (Femina Hip).

I VALUE SERVICE [7 REFS]

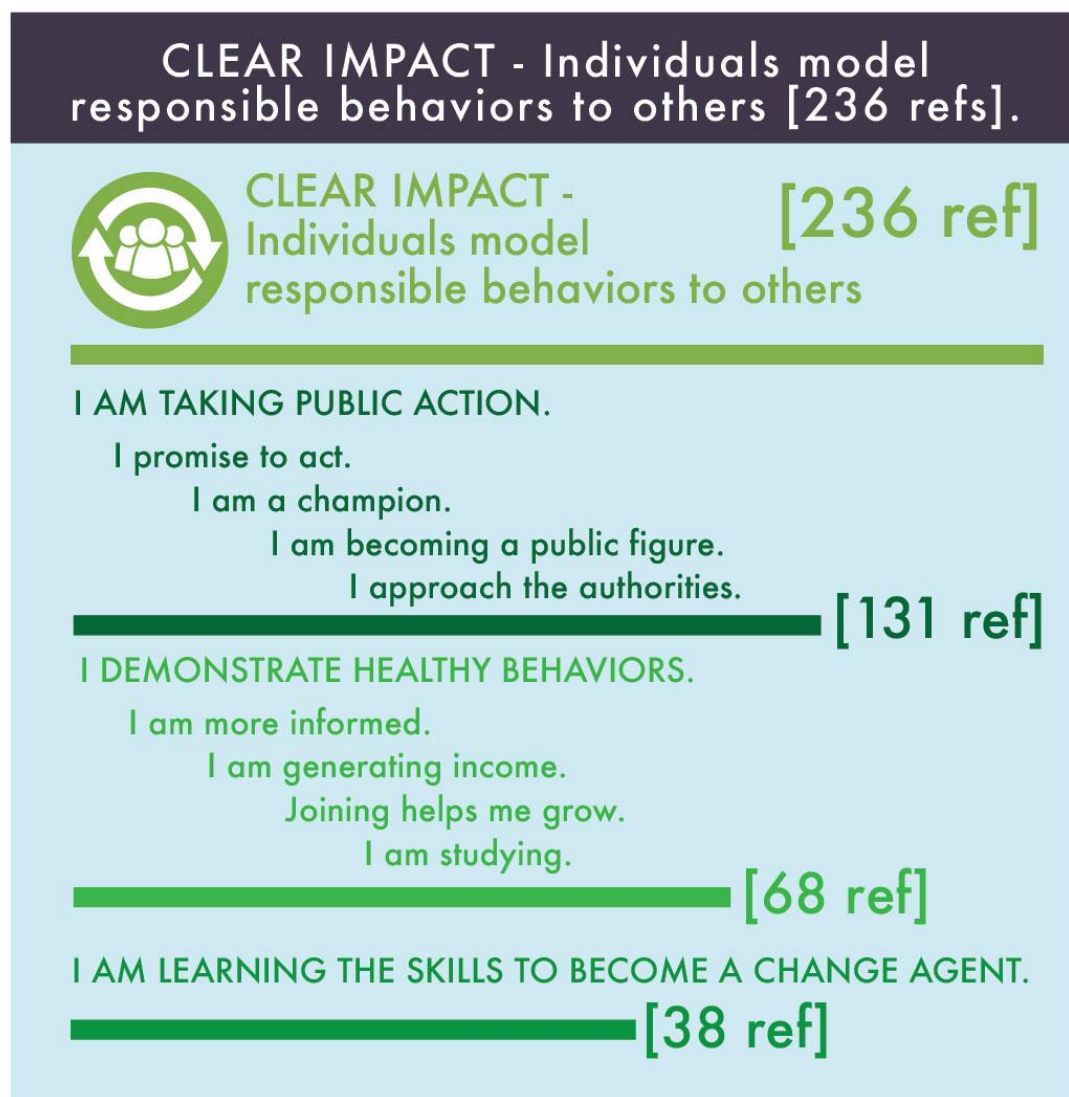
Finally a few individuals take up an ethos of public service. *"They feel like they have something to give back to their community"* (Restless Development). Individuals talk of developing a strong empathy for others that manifests in an altruistic mindset.

"I have this feeling that nobody should be left out in the community. I should not think about my own life but also about others who are behind. Is there anything that can be done for them?" (Femina Hip).

CLEAR IMPACT - INDIVIDUALS MODEL RESPONSIBLE BEHAVIORS TO OTHERS [236 REFS]

In terms of the clear impact demonstrated by changes in individuals' behavior, there is evidence that individual citizens are starting to model the responsible behaviors that are desired by the partners. They are learning the skills to become change agents and taking public actions to support change.

Fig 11. Clear impact - Individuals model responsible behaviors to others



I am learning the skills to become a change agent ^[38 refs] Femina Hip and Restless Development's focus on creating opportunities for self-development reveal themselves in the array of new skills that their young participants are developing. Members of Fema Clubs are managing their operations and have initiated the Mwanza Federation of Clubs. They are demonstrating complex leadership skills that include the art of persuasion, public speaking, multi-tasking, project planning, problem solving, and fundraising. TAWLA's initiative to support women to represent themselves also requires them to develop public speaking skills.

HakiElimu has expended considerable efforts on eradicating illiteracy in schools with tangible results.

"We used to have a number of students completing their primary circle (standard seven) without mastering the art of writing, reading and arithmetic. However, with the introduction

of students clubs and more efforts from the teachers, this problem is almost eradicated. We no longer have students who cannot read, write and count from class three to seven. The problem is in standard one and two” [Mama Sargas, the head teacher of Ruhobe primary school in Kigoma] (Haki Elimu).

I DEMONSTRATE RESPONSIBLE BEHAVIORS [68 REFS]

I am more informed. Citizens can access information more easily and this encourages them to seek out more information from different sources. Information is being channeled both by high tech databases and apps, via the mass media, in more conventional face-to-face fora, and by noticeboards in village offices. LHRC consider this access to information a “*safety rope*” that enables people to know how to claim their rights and seek out support should they be violated. UTPC explain that citizens consume the information that is being shared by officials. They cite

“An agricultural officer from Bariadi district in the new Simiyu region [who] said, “Simiyu Press Club has assisted me a lot in accessing the journalists, whom have been working with, in informing the public about the activities of my department.”

I am generating income. Fema club members are networking with corporations to raise money for their Federation. This requires them to “*develop proposals, identify potential partners and ... fundraise*” (Femina Hip). Friends of Education mobilized resources to renovate 13 pre-classes (Haki Elimu). “*Secondary school leavers have been very successful in starting their income generating activities*” (Restless Development). Members of press clubs are paying their fees, “*whereby annual fees payment has reached, the all time high of 92%.*” (UTPC).

Joining helps me grow. Citizens’ participation in partner’s activities primes them to look for more opportunities for self-advancement. For example groups of youth supported by Restless Development noticed that the local market was limited and so have started to explore accessing wider markets through online sales.

I am studying. As a result of Haki Elimu’s work more children are attending school and rates of truancy are dropping.

I AM TAKING PUBLIC ACTION [131 REFS]

I promise to act. People in authority, such a political candidates and MPs have pledged of support and make promises to act in response to the issues raised by partners. For example,

“The district commissioner visited the school and met with the school committee and raised funds for desks” (TGNP).

“The Ministry’s Principal Secretary has decided to form a committee which can look into the amendment of the Children’s Act and the Education Act to fully prohibit all forms of physical and humiliating punishment in the setting of schools in Zanzibar” (Save the Children Zanzibar).

“James Mbatia (MP) tabled a special motion on the need for a review of the ETP and the curriculum, sparking a heated debate in Parliament, social media and print media” (Haki Elimu).

I am a champion. Young people and teachers who have experienced the work of Save the Children, Restless Development, and Femina Hip are becoming champions for the cause; either by expanding their engagement with the partners’ work, going on to create their own initiatives, or speaking up publicly about the issue. They often volunteer their time and use their talents in service to the partners’ intervention. For example,

“A girl who is HIV, goes to New York, speaks to many politicians, so like, her coming back to Zanzibar and showing that example, it has some impact.” (Save the Children).

“We had also some ICS alumni who are now doing their action at home in different regions, of course they’re replicating what they receive through Restless” (Restless Development).

“The award for best Fema Club Teacher 2015 was given to Ms. Anna Melkiory from Azania Secondary School in Dar es Salaam. She has been a club mentor for 7 years and constantly uses her active mentorship to support youth with their challenges. She is a link between the school administration and the club and other external organizations. She is currently a coordinator of Dar es Salaam region Fema Club mentors. This is a network of Secondary school teachers who are also mentors of the Fema clubs” (Femina Hip).

“Winfreda used her new knowledge and enthusiasm and became the second polling station director at Chekechea B polling station in K/Ndege ward, Morogoro municipality” (Restless Development).

I am becoming a public figure. As young people and women start their own small businesses, and women represent themselves in resolving marital or land disputes they become public figures, and as such practice the leadership skills that they have developed. Young people are starting, registering and running small businesses, and these businesses are growing and evolving as young people access new markets for their products.

“For the young people who are graduating from the vocational training colleges, so instead of going around looking for jobs they can instead open their business, their workshops and employ other young people who are not capable of starting their business” (Restless Development).

“My aim was to learn about leadership! It was my own initiative; I wrote a letter to the Fema Club authority and requested a leadership position” (Femina Hip).

“208 Young people were supported by Restless Development to take up positions on decision making bodies from community to national level” (Restless Development).

I approach the authorities. Citizens are starting to report violations to the authorities, and to approach the authorities with their newfound knowledge.

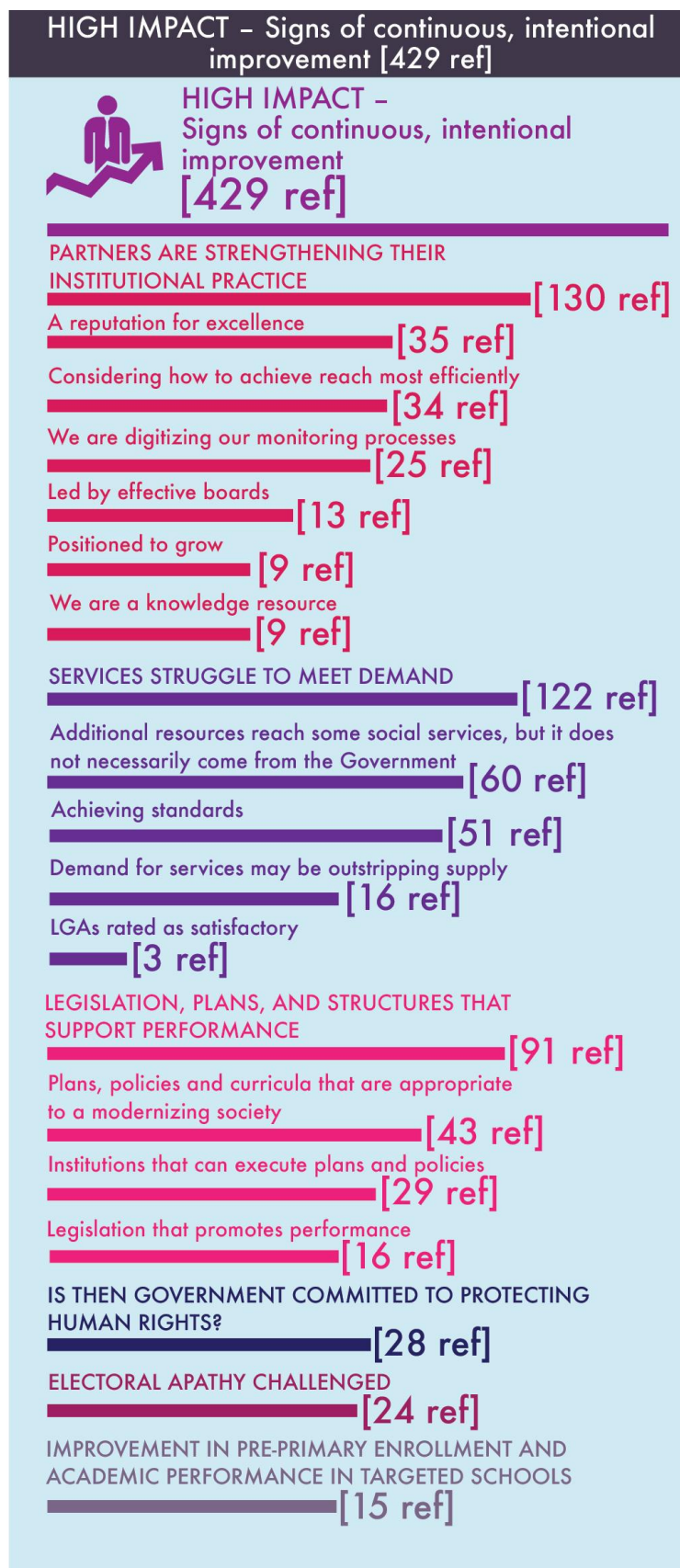
“Yeah. I’m seeing that people are reporting nowadays compared to before. Compared to before it’s less of a secret” (TAWLA).

“An outcome of these various child safe guarding trainings the reporting of cases of child abuse has increased as colleagues and partners are more aware” (Save the Children).

HIGH IMPACT - SIGNS OF CONTINUOUS, INTENTIONAL IMPROVEMENT [429 REFS]

In terms of seeing changes in people’s access to justice, and the quality and responsiveness of services there is evidence that Sida’s partners and government institutions are on a journey of continuous, intentional improvement. This manifests in improved practice by the partners; services that now struggle to meet demand; and legislation, plans, and structures that support performance. In targeted schools enrollment in pre-primary classes and academic performance has improved. Electoral apathy was challenged in the 2015 election, but uncertainty remains about whether the Government is committed to protecting human rights.

Fig 12. High impact – Signs of continuous, intentional improvement



PARTNERS ARE STRENGTHENING THEIR INSTITUTIONAL PRACTICE [130 REFS]

Partners report that they have built a reputation for excellence, are considering how to achieve reach most efficiently; are digitizing their monitoring processes; are led by effective boards; are positioned for growth; and are a knowledge resource.

A reputation for excellence ^[35 refs] Almost all partners report that they have built a positive reputation, characterized by trust, a recognition of their capacity to critique and provide solutions, and a continued demand for their services. Young people treat the Femina Hip Family faces as rock stars.

“People go ballistic... Amabu was received as a rock star because she's also a public face. That's why we also create ... I think it's very important that we create our people, our staff, our family leads, our faces. People actually relate to that family” (Femina Hip).

Considering how to achieve reach most efficiently ^[34 refs] Femina Hip and LHRC are systematically trying to achieve reach with their services in a way that is most cost effective. Femina Hip approaches the question by insisting that every school that receives the magazine must also have a club that does something constructive with the magazine. The effect of this is that the print run of the magazine has reduced to 100,000, but that they are making better use of the magazine as a catalyst for change. LHRC are exploring how to reduce their reliance on the media houses, by producing their own media content.

More generally, partners report achieving clean audits and having good financial control mechanisms in place, that include improved processes for procurement, updated assets registers, stock taking, and regular financial reports that are used as decision-making tools. LHRC and Restless Development is diversifying their revenue streams by developing new projects and partnerships outside of their core strategic plans.

We are digitizing our monitoring processes ^[25 refs] LHRC, TAWLA and Restless Development have made investments in digitizing the collection and analysis of routine monitoring data. LHRC has established a Legal Aid Management System, which has resulted in the collection of more reliable data from the legal aid providers. LHRC also conducts a data quality assessment at sampled offices to verify the reliability of data. Restless Development is piloting the use of mobile technology into the data collection and reporting system of Kijana Ibuka and D4L. TAWLA has established an electronic database system to improve the data collection process from different branches and departments.

Led by effective boards ^[13 refs] Partners report a strengthened relationship between their boards and management teams. Partners are developing new policies to guide organizational practice. For example, Femina Hip is working on “a sustainability and

a succession plan.” HakiElimu’s Board approved new “gender, child protection, ICT and procurement” policies.

Positioned to grow ^[9 refs] LHRC and TAWLA are expanding their work by establishing new offices. Femina Hip has an interesting partnership forming with the Mwanza Fema Federation where the,

“Federation envisions being the Fema Magazine distributor in Mwanza region. This will lower Femina Hip’s distribution cost and at the same time will add respect to the federation. They know all members, and understand the usage of Fema Magazine in each school. They are also ready to be Femina Hip representatives in Mwanza on issues relating to their agendas. They still dream and want to work with Femina Hip, and want to have a long term partnership with the organization” (Femina Hip).

Save the Children in Zanzibar are also scaling up the positive discipline approach to include all schools in Zanzibar after receiving a positive response from the Ministry of Education.

We are a knowledge resource ^[9 refs] HakiElimu and Femina Hip consider themselves a knowledge resource on education, and on the experience of being a young person. Their staffs possess expertise in strategic communications. LHRC, Save the Children, TAWLA and Restless Development speak of the improvements that they have made in their monitoring systems.

SERVICES STRUGGLE TO MEET DEMAND [122 REFS]

Some social service providers, partners and training institutions accessed increased resources, and achieve professional standards. Users say that they experience their Local Government Authorities as being ‘satisfactory.’

Additional resources reach some social services, but it does not necessarily come from the Government ^[60 refs] Resources are increasingly reaching the education sector, and particularly schools, but via a variety of routes. HakiElimu explains that feeding programs and classroom development in schools is being financed via the efforts of Friends of Education who are mobilizing resources from parents and community members. HakiElimu itself is remitting funds to schools to “support the clubs with further books”. The School Inspection Department is being partially financed by the Development Partners who “pledged to provide USD 94 million in 2015/2016 budget to improve inspection in Tanzania” (HakiElimu).

Save the Children Mainland believes that increased budgets for issues related to children such as health and education will be seen in their program districts, but “do not know at this time if this has led to an increase in allocation of funds to children’s issues, specifically in the health and education sectors in the districts’ 2016/2017 budgets.” In Zanzibar there is a stated commitment from “MoH to fund these staff

positions,” but currently Save the Children is covering these costs. TGNP reports similarly “that there has been an improvement on social services especially in PAR sites whereby there has been a slight increase of district budget to address issues of maternal health, education, provision of water in schools, and additional health workers.”

The partners and / or the constituencies that they mobilize have paid for the improvements to the schools, community libraries, knowledge centers, one-stop centers, and the child protection unit.

Achieving standards ^[51 refs] Sida’s partners and their partners are starting to achieve the basic quality standards that have been set. For example,

- 97% of the clients interviewed were satisfied with the services that they received from LHRC’s legal aid (LHRC).
- *“Of the eight colleges inspected, five were granted provisional use of the curricula because they reached basic requirements in term of human and material resources”* (Media Council of Tanzania).
- *“24 CSOs developed Organizational Capacity Development Plans to effectively engage in influencing policy, planning and budgeting with the government”* (Save the Children Mainland).
- There is *“increased capacity at One Stop Centres through appointment and training of National Coordinator and 6 Centre Coordinators”* (Save the Children Zanzibar).
- Journalistic standards have improved, with codes of ethics being produced and agreed and largely adhered to (MCT).

The partners report that their activities are implemented as planned. Coordination mechanisms within the child protection system in Zanzibar are in place. Terms of reference have been developed for each position within the National Child Protection Unit in Zanzibar. New standard operating procedures and guidelines are in place in the Zanzibar one-stop centers (Save the Children Zanzibar).

LGAs rated as satisfactory ^[3 refs] TAWLA reports that the percentage of respondents who claim to be satisfied with the performance of the LGA is 65% in Arusha and 75% in Dodoma.

Demand for services may be outstripping supply ^[16 refs] LHRC perceives that many more people are using the judicial system, as a result of the long-term awareness raising and legal aid that they provide. HakiElimu explains that *“improvements in library infrastructure this past year have led to a massive increase in users from 3,000 in 2014 to 10,000 in 2015.”* Restless Development cite the *“200,452 young*

people [who] accessed sexual reproductive health and rights programs and/or services in Iringa, Dar es Salaam, Mbeya, Ruvuma and Dodoma, Geita and Shinyanga.” They explain, “Service providers in rural areas did not always have enough materials to meet demand.” Save the Children Zanzibar report that “In the period between July 2015 to January 2016, ZAPHA+ provided psychosocial support to 590 children (269 boys and 321 girls), infected and affected by HIV/AIDS. (The target number of children to be reached was 348)” (Save the Children Zanzibar).

LEGISLATION, PLANS, AND STRUCTURES THAT SUPPORT PERFORMANCE [91 REFS]

New legislation, institutions, plans and policies are being initiated within the Government system.

Legislation that promotes performance [16 refs] has been put in place partly as a result of the partners’ lobbying and includes the following:

- The Teachers Services Commission Act that establishes the Teachers Services Commission to control the teaching profession and restore its values (Haki Elimu).
- The Budget Act that establishes of a Parliamentary Budget Office and “provides a platform for accountability in public expenditure relevant to the education sector” (Haki Elimu).
- The Non-Citizens (Employment Regulation) Act, that aims to “regulat[e] the employment of non-citizens in the country and streamlin[e] the process for application and issuance of work permits” (LHRC).
- The National Youth Council Bill (Restless Development).
- An amendment to the Education Act that allows pregnant girls to return to school (Restless Development).

Plans, policies and curricula that are appropriate to a modernizing society [43 refs]

Government plans and policies have either been revised or new ones developed. These include,

- A new skills development strategy, where the Ministry is “aware soft skills are important for young people’s employability” (Femina Hip).
- The Education and Training Policy which “is a big victory to HakiElimu and other education stakeholders who had for many years fought for the disbanding of the 1995 ETP and the introduction of a new one to reflect the country’s drastically changed political and economic environment” (Haki Elimu).
- An anti FGM protocol signed with the UK government (LHRC).
- “The plans and budgets of seven districts incorporate child rights issues... The government has also developed a draft National Strategy to prevent all forms of violence against children” (Save the Children).
- A “road map for care reform” (Save the Children Zanzibar).

- A strategic plan for the judiciary, “whereby they want to bring the court to the community through mobile courts” (TAWLA).

As a result of Haki Elimu, Restless Development, and Save the Children three new curricula have been developed for Government institutions.

- “As part of the LANES program, the government introduced a new curriculum for Standard 1 and 2 pupils, reducing the number of subjects from 7 to 3 in order to give children a better chance to concentrate on building their literacy and numeracy skills.” (Haki Elimu)
- “The development of a standardized comprehensive sexual education curriculum” (Restless Development).
- “New curriculum on child rights and child protection developed and integrated into the Degree in Social Work at Zanzibar University” (Save the Children Zanzibar).

Restless Development and TAWLA have worked with local communities to establish by-laws that

“Will support the implementation of the return to school policy at local level in Iringa Rural district... These guidelines have been added to the new education policy 2015 and ... have been endorsed by the Secretary General under the Ministry of Education and will be disseminated to various implementers and stakeholders” (Restless Development).

TAWLA have “developed by-laws whereby those women who were working on those large scales investments, they're able to also benefit.” HakiElimu report that communities generate school development plans.

Partners believe that they have contributed to the improved quality of these plans and policies. When asked if, “You think there's an absolute quality improvement in government policies as a result of your involvement?” HakiElimu responded

“There's not really a big improvement in terms of policy but at least there are some improvement and I can actually point some of the things. For instance HakiElimu campaigned for restoration of single textbook because of the evidence that we brought from the studies which show that the multiple use of textbook which their quality are not controlled because of the corruption then it's actually adding damage to the education sector, and that was picked up in a new policy. HakiElimu campaigned for restoration of teacher dignity. We have been talking about entry qualification of those who are joining teaching profession... I would say that yes we are seeing that there are some gaps as we have analyzed in our position paper after the release of 2014 ETB but still the policy the way it is and if it is going to be implemented, it's going to have a strategy and a plan to implement it as it is. Then I think actually we will see a lot of changes in our education system in the next 5, 10, 20 years.” (Haki Elimu)

Institutions that can execute plans and policies ^[29 refs] Partners suggest that the Government has initiated new legislation and associated institutions as a result of

their influence. These include the Teachers Services Commission Act, an independent School Inspection Department, and a Parliamentary Budget Office (HakiElimu). A client satisfaction desk was established at the High Court, and seven paralegal units were registered as independent entities. Truck drivers registered their trade union, and STAMICO was given the role of providing technical services and coordinating the development of small scale mining sector in Tanzania (LHRC). The first Regional Children's Council was established in Lindi region (Save the Children Mainland). A National Technical Committee on Positive Discipline and Positive Parenting, a special Child Protection Unit within the office of Director of Public Prosecution, two child friendly courts, and the National Children's Advisory Board have been established in Zanzibar (Save the Children Zanzibar).

IS THEN GOVERNMENT COMMITTED TO PROTECTING HUMAN RIGHTS? [28 REFS]

There is not one consistent picture vis-a-vis the Government's commitment to push legislation that is founded on the promotion of human rights.

The work of the Media Council of Tanzania, and other actors, resulted the Media Services Bill being put on hold in 2015, but that Bill was eventually passed in November 2016.

A High Court decision was made in 2016 that the age of marriage law is discriminatory and unconstitutional. This was as a result of the work of Rebecca Gyumi of Msichana Initiative. Rebecca is a Femina Hip alumni. The Government is now appealing the decision. TAWLA reports that the Government claims *"that although they're appealing, they're not appealing the content of the decision. They agree that they want to end this."* The rationale behind appealing the High Court decision is particularly opaque, given that Tanzania has become a Pathfinder country in the Global Partnership to End Violence against children, and that child marriage has been identified as a particularly prevalent and virulent form of violence (McAlpine, 2016).

ELECTORAL APATHY CHALLENGED [24 REFS]

"The election apathy observed in the 2010 general elections and the by-elections was not seen in the 2015 general election" (LHRC).

There is growing engagement of typically marginalized voices in the political process. This is reflected in the 2015 Youth Manifesto, an election manifesto that highlighted young peoples' demands for political parties, and the involvement of seventy children in making recommendations for inclusion in party manifestoes.

There was a high voter turnout in the 2015 election as a result of the civic education around voter registration, and the resultant *"increased citizenry awareness on the political right to vote"* (LHRC). 713 female candidates were trained LHRC in the run up to the election, and of these 18 were elected as Members of Parliament and

ward councilors. The significance of this lies in the assumption that “*empowered members of parliament [will] articulate issues of public interest and strengthen their capacity to represent their constituencies and hold the government to account*” (LHRC).

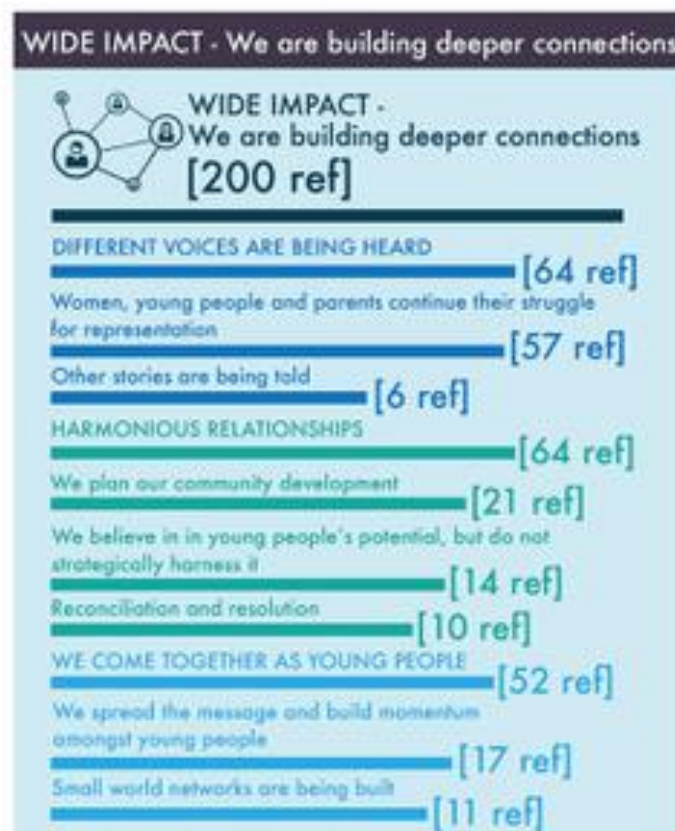
IMPROVEMENT IN PRE-PRIMARY ENROLLMENT AND PERFORMANCE IN TARGETED SCHOOLS [15 REFS]

HakiElimu reports that there is improved academic performance and an increase in the enrollment of girl children in pre-primary classes in schools that it has targeted. Performance in the primary school leaving examinations has improved by 17.9% in mathematics, and 9.3% in science (NECTA). There has been an increase of 253 children currently enrolled in the thirteen schools targeted by HakiElimu from the numbers enrolled in 2012 (HakiElimu). Additionally, the Government has started to repay its debts to teachers, “*reducing outstanding debt from 61 Tsh billion in 2014/2015 to 14 Tsh billion in 2015/2016*” (Haki Elimu).

WIDE IMPACT - WE ARE BUILDING DEEPER CONNECTIONS [200 REFS]

In the lower left quadrant that reflects “Wide impact” there is evidence that partners’ intent that citizens become engaged with issues of mutual concern and act collectively is starting to be realized. Different voices are being heard as young people and women persist in their struggle for representation. People who are typically marginalized, particularly young people, are building deep connections, and are coming together to plan their development.

Fig 13. Wide impact - We are building deeper connections



DIFFERENT VOICES ARE BEING HEARD [64 REFS]

Women, young people and parents continue their struggle for representation [57 refs] Women, young people and parents are participating in processes that inform decision-making, and thus their interests are being represented.

“20 National and local government institutions and departments formally supported to consult with young people in their strategies, plans and budgets affecting the three goal areas” (Restless Development).

“The dominance of women was more visible in Dodoma and Zanzibar, where all candidates were women, with difference in age and disability status. This is an impressive trend towards expanding space for women to hold leadership and political positions at different levels of governance in the country” (LHRC).

“The District Children’s Councils are playing an important role within the structure of ethical and meaningful child participation in Zanzibar, as they do community outreach in their district every month so to strengthen existing Children’s Councils and develop new ones, these activities are done in collaboration with the District Social Welfare Officer (DSWOs), who support them” (Save the Children).

“In our model districts and schools, community dialogues led to increased participation of parents and head teachers in school development activities” (Haki Elimu).

One strategy used by Save the Children, TAWLA, TEN/MET, Restless Development and LHRC, and also a tangible result that they can claim, is that is that they are participating in sector and human rights review processes, such as a the Universal Periodic Review process submitted to the Human Rights Council in Geneva and the Education Sector Review. This is significant because it *“led to credible youth participation into the constitution review and national election process”* (Restless Development), and because of the *“expanding space for CSOs participation in policy dialogue to further advocacy for equitable access to quality education”* (TEN/MET).

Other stories are being told ^[6 refs] Consultation and involvement of these groups means that the stories of rural people, women and youth are being told. This is gradually countering the dominance that has been held by the elite. There are signs that Fema clubs are practicing meritocratic principles in their choice of leadership, and in celebrating and rewarding those clubs that participate in the Mwanza based Fema Federation.

“One of the things that we've also done is that instead of just creating voices from Dar, which so much of the media in this country is big people speaking from big cities. Very little coming from the rural areas. This is one of the achievements, that we've been able to also tell the ordinary stories from the rural areas” (Femina Hip).

“Technical leadership in key national consortiums leading to credible youth participation into the constitution review and national election process” (Restless Development).

“That's when the proposed constitution came out. For us we think most of the women issues were taken on board, and it was because of our own efforts” (TAWLA).

HARMONIOUS RELATIONSHIPS ^[64 REFS]

Better relationships are starting to emerge between service users and public servants in areas where the partners operate.

We plan our community development ^[21 refs] HakiElimu speak of the power of joint planning at a school level and the effects of community dialogues in improving relationships. Parents are being catalyzed

“To contribute more funds to renovate other classes. By end of August this year parents have contributed Tsh 1,000,000 for this purpose. Getting such a huge amount of funds in a short period has never happened before” (Haki Elimu).

Friends of Education are also “monitoring school performance and they come and provide the feedback to the district education office.” At a national level HakiElimu has been invited by the Government to “critically review the Education Training Policy strategy” and were “invited again to be part of the steering committee of the open government partnership. Which is chaired by the government itself and only three CSOs participated in that steering committee.” They attribute this involvement

in government planning to a pragmatic desire from the Government to “preempt us to go to the public, and challenging the government on different strategies.”

The government is also calling upon the expertise of Restless Development.

“The national empowerment committee consulted Restless that we should together with the government implement the national scheme for internship... They consulted us and we supported them in designing the methodology which will be used country wide to train young people entrepreneurship... Restless is also a partner under the national economic empowerment council” (Restless Development).

We believe in in young people’s potential, but do not strategically harness it [14 refs] Adults are starting to believe in the capabilities of youth as young people join new positive peer groups and demonstrate their competence. Fema magazine has promoted inter-generational dialogue that builds bridges between groups. Restless Development contend that whilst many leaders perceive that youth pose a threat, at the same time the Government is starting to recognize that attention needs to be paid to their interests. However, whilst “they are recognizing the power of young people. What is lacking, I think delivering strategic ways on how to involve young people to drive the development of our country” (Restless Development).

Reconciliation and resolution [10 refs] People who have been in conflict, and who may have drawn on the adversarial court system, have become reconciled via the mediation of the partners. This approach to mediation is being used by LHRC, TAWLA and TGNP to address land and matrimonial conflict.

WE COME TOGETHER AS YOUNG PEOPLE [52 REFS]

We spread the message and build momentum amongst young people [17 refs] Graduates of Restless Development and of Femina Hip’s Fema Clubs are setting up new networks with a the intent to encourage other schools to set up Fema clubs, to create a federation that catalyzes a wider youth movement, and to give something back to their peers. These efforts include

“Ukombozi Fema Club from Ngweli Secondary School, Mwanza. The club was chosen because of their active club network that encourages other schools to form Fema Clubs... The ex-Fema Clubbers from Same Secondary School have a network that is providing guidance and assistance to the current club members at school... 17 secondary schools that started the federation” (Femina Hip).

Small world networks are being built [11 refs] Young people report building a professional network as a result of their engagement with Restless Development, and their efforts to link young people to each other and to employers. The interns deployed by Restless Development are being retained as employees, so impressed are employers with their quality.

“Some of them were telling us, “We will be receiving a lot of interns from other organizations, but yours are different. They are people we can trust and give them responsibilities and go and relax because they know that done” (Restless Development).

HakiElimu’s Friends of Education leverage the opportunity that exists from the fact that many “are educated and locally influential so in coming together in their small local groups they are positioned to influence at a ward or district level. But they are also connected to other small groups, and thus able to mobilize en masse” (Haki Elimu). Members of the Fema family feel a “sense of solidarity, a feeling of inclusion and ownership which encourages youth to participate in the initiative.”

The concept of a small world network was developed by Granovetter (1983) in this theory on the strength of weak ties. He saw society as being structured into highly connected clusters, or close-knit circles of friends, in which everybody knows everybody else. A few external links connecting these clusters keep them from being isolated from the rest of the world. In a small world network bonding ties within small clusters of community members are built, whilst individuals who are connectors within those clusters reach out to other clusters within the community (Shirky, 2009). The power of Friends of Education, Fema clubs, and Restless Development’s work is that is that they create small world networks, and in doing so build the bonding and bridging ties that generate forms of social capital that are more effective in solving big problems (Ostrom & Alm, 2007). The small world network is a precursor to the elusive collective action that partners are seeking to generate.

Discussion

HOW TO ACHIEVE REACH AND HOW TO BUILD A SOCIAL MOVEMENT? [551 REFS]

The core question that unites all partners as they evolve their programming is “how to achieve reach and how to build a social movement?” The main strategies that they use are to develop an extensive network of partners ^[214 refs] and to engage with the media ^[58 refs].

We partner with others. Sida’s partners join with others to build a collective voice that amplifies and promotes their joint agendas. The working assumption being that partnering with others offers an opportunity to achieve reach.

“We’ve been using the media not just like media outlets but rather as our partners towards reaching to the changes that we want to see” (HakiElimu).

Partners are partnering with ^[74 refs] corporations and social enterprises, Government agencies, volunteer organizations, other CSOs and coalitions, donor agencies, and the media. A selection of whom is presented below.

Type of partner	Examples of current partnerships
Corporations	Statoil, Radar Recruitment, MasterCard Foundation, Bolloré Africa Logistics, the Tanzania Private Sector Foundation.
Social enterprises	Dlight.
Government agencies	VETA, MOEVT, Para-statal Pension Fund, Local Government Authorities in program districts, Tanzania Revenue Authority, CHRAGG.
Volunteer organizations	VSO
CSOs and coalitions	Other Sida funded partners, Shule Direct, Marie Stopes, International Budget Partnership, ULINGO and TAMWA Zanzibar, SIKIKA, Tanganyika Law Society, Policy Forum, Tanzania Citizens’ Information Bureau, National Organization for Legal Assistance, Mkuki Coalition, Tanzania Human Rights Defenders Coalition, the Economic and Social Research Foundation, Advocates Coalition for Development and Environment, Civil Society Coalition on oil and gas.
Donor agencies	GIZ, Danida, Swiss Contact, DFID, Irish embassy, Global Affairs Canada, World Bank, Right to Education Fund, UN Women.
Media	Journalists, Media Production Companies, Printers & publishers, Media Monitoring Companies, Tanzania Editors Forum, Tanzania Media Fund, Media Owners Association of Tanzania, community radio stations.

The relationships with partners take many forms. The most common being partnerships with donors, who bring the finance to enable the partner to deliver, and sometimes to innovate and scale their interventions ^[22 refs]. Partnering is seen as a mechanism for sharing expertise, or to bring in expertise that a partner may not have. Alternatively the Sida partner may provide expertise to others, and thus extend its reach to other agencies ^[11 refs]. Restless Development partners with Tanzanian and foreign volunteers and this enables them to deliver their program without carrying the costs of an expensive payroll, and provides an opportunity for young people to champion the work and learn workplace skills. Save the Children on the Mainland works directly through partners in a relationship where they plan and implement together, with Save the Children ensuring that quality programming is delivered ^[8 refs].

“We can't do it all ourselves. We've got to contribute to making lasting changes for children, and not just the ones that we can physically reach. How do we do that? We have to do that by engaging with others.” (Save the Children).

We assume that the media is ideally placed to get the content agenda into the public domain and to influence the public debate. Partners generate media content ^[91 refs] about my rights and responsibilities, self-advancement and protection, building an effective media, gender equality, and improving schools.

My rights and responsibilities ^[33 refs] includes materials and messages about the importance of citizen engagement and what it means to be a responsible citizen; about voter education and the electoral processes; and about human rights.

“The activity aimed at encouraging youth to become peace ambassadors in their communities for the promotion of a peaceful environment during the general election” (Femina Hip).

Content about advancing and protecting myself is primarily directed at young people ^[29 refs]. Messages include public education about sexual and reproductive health. Material focuses on economic empowerment, and includes information on jobs and careers, skills and qualifications, and opportunities.

Messages around gender equality are mainstreamed in many partners' communications ^[16 refs]. They take the form of promoting role models, “girl power” (Femina Hip), and showcasing women who are self-reliant and confident. Content focused on building an effective media is directed at journalists ^[6 refs] and includes a discussion of the “*thorny issue of hate speech*” (MCT); election reporting, media law and media ethics, and press freedom violations and safety of journalists.

Content on improving schools ^[6 refs] includes HakiElimu's promotion of early childhood education and campaign to get people reading and investing in community libraries. TGNP cover the human rights violation that arises from the lack of toilets in

schools, and the particularly detrimental effect of this on the education of menstruating girls.

Our content is achieving reach, but... The results demonstrate evidence that the content of this approach is achieving reach with the few partners who made an estimate reckoning that their radio listenership was 802,201, and their television viewership was 17,310,175. However, reliance on a strategy of media engagement poses four questions that are highlighted here, and that would warrant deeper more systematic exploration.

“Politically, socially, in terms of how change is thought of, a lot of the other partners have gone down the route to say to get reach we must engage with the media.” Then actually realize that engaging with the media is a very risky strategy because we can’t really control how the media is communicating our messages” (Femina Hip).

“LHRC believes that a well informed journalist can bring about long lasting change in the mind set and practice of the people and duty bearers” (LHRC).

- Do mass media campaigns really generate mass support to influence change within Government?
- To what extent does the media influence behavior?
- To what extent does privately owned media houses have an interest in public interest broadcasting?
- Is the balance between the costs of dealing with the media outweighed by the convenience it provides in reaching large numbers of people? Does it provide value for money in terms of catalyzing behavioral or institutional change?

RESULTS IN COMPARISON TO 2014

The results of the 2014 study indicated that “that citizens and CSO actors are embracing the opportunities that they are presented with to improve themselves, and are using their new skills to advance their own livelihoods, their families’ security, and the performance of their organizations. They are able to do this because they have learnt about their rights and developed the self-efficacy and confidence to claim their rights. Young people and women are developing a growing voice in their communities and in some cases in national fora; and there are signs of an increasing recognition of the inter-dependence between the State, CSOs and the media. This is shifting priorities within Government and there is a new openness to servicing the needs of women and young people, with new or improved public services and reform of legislation to better protect their interests” (McAlpine, 2016).

The results from the 2015 analysis largely align with those of the previous year. However, the quality of the data and thus the depth of the analysis are much improved. A more nuanced picture of the results being achieved is emerging.

In 2014, the key result in terms of “deep impact” was that citizens have a newfound belief in their own agency. In contrast, duty bearers were not found to have a self-perception that they were accountable to citizens. In 2015, the change in this domain continues along the same lines; namely that individuals transform. They become more confident, know their rights and value service. In 2014, there was very little data about the mindset of duty-bearers, and this continues into 2015. This raises some concern because people populate institutions; and it is only change in these peoples’ mindsets that will result in institutional change. There is a risk that Sida’s partners are intuiting their reading of duty-bearers’ mindsets and thus not fully learning what incentives would catalyze changes in their behavior.

In 2014, the main results in terms of “clear impact” were that citizens participated in the constitutional review process. Again there was little evidence of change in behavior of duty bearers. Sida partners reported improving monitoring, building staff expertise, and improving financial management systems. In 2015, changes relating to the performance of Sida’s partners were reported under “deep impact” as they reflected an improvement of the institution, rather than changed behaviors in a collection of individuals. In 2015, the main change was that individuals model responsible behaviors, and specifically that they are taking public action and learning the skills to become a change agents. This is an important development from the results in 2014, indicating that in addition to learning new skills that benefit themselves or their families, participants in the partners’ interventions are starting to take public action. This is a precursor to achieving the collective action that is aspired to by partners. Again, there is little evidence about the behavior of individual duty-bearers, except for select references to public figures championing a cause or the work of the partner. A methodological challenge in these studies is that partners do not make a distinction in their reports between the behavior of individual public servants, and that of the institution that they represent. As a result the partner’s thinking about how change in institutions actually occurs remains opaque.

In 2014, the results in the domain of “high impact” were rather thin. They centered on improvements in journalistic standards, and indications that citizens’ concerns would be addressed in the new Constitution. There was little evidence that work on accountability translated into new services for Tanzanians. In 2015, the results in this domain are far more extensive, and center on signs of continuous, intentional improvement in the functioning of institutions. These results take many forms. The institutional practice of Sida’s partners is being framed in terms of organizational excellence. Many are thinking strategically about how to scale their impact. There is a new focus on performance within Government agencies, and legislation, plans and structures that should support performance are being put in place. Additional resources are reaching some social services, but these do not necessarily come from the Government. There have been specific improvements in pre-primary enrollment and academic performance in targeted schools. But, there is evidence across the health, education, judicial and child protection sectors that demand for services may

be outstripping supply. Electoral apathy was challenged in the run-up to the 2015 election, and investments in civic education resulted in a high voter turnout. There are signs that one of the key assumptions made by Sida and partners that the Government wants to do the right thing, is being challenged with questions arising throughout the data about whether the Government is committed to protecting human rights.

In the domain of “wide impact” in 2014 there were no sign of collective action. There was limited evidence from the work of PINGOS that the Government protects citizens by pre-empting conflict. This is not reflected at all in the 2015 analysis because PINGOS is no longer part of the data set. Finally, there was evidence that relationships between CSOs, the media, and the Government was moving in a positive direction. In 2015, the theme of building deeper connections continues to emerge. In this year’s analysis it takes the form of the partners’ target groups acting on their self-efficacy, and coming together to plan their development. Women, young people and parents continue their struggle for representation, and as a result different voices are being heard and other stories are being told; challenging the elite narrative that has typically prevailed in Tanzania (McAlpine, 2014). The work of Femina Hip and Restless Development is particularly powerful in the 2015 analysis and reveals that whilst as a society we collectively claim to believe in young people’s potential, we do not strategically harness it. Nonetheless, young people are coming together, spreading their message of empowerment and building momentum as they build the small world networks that are a precursor of collective action.

EVOLVING THE THEORY OF CHANGE

In the 2014 study an emerging theory of change was articulated that was framed in the following way. “The ultimate endeavor is to move from a situation of apathy and frustration to one where the ethos of public service is practiced by duty-bearers, the media and CSO’s, and is demanded by citizens... Sida supports CSOs to run responsible organizations so that they are able to educate people about their rights; provide people with opportunities for skill development; create space for people to engage in local and national democratic processes; facilitate people to come together in solidarity and engage in cooperative action; and put pressure on duty-bearers to uphold their responsibilities towards citizens. Sida assumes that when people know that they have entitlements, and understand the protections due to them, they stop self-censoring and start to make demands. Citizens build their self-knowledge. They grow in confidence and develop self-efficacy. As a result of the partners’ interventions individual public servants and elected officials start to become more responsive to citizens. CSOs and the media become better equipped to scrutinize and put pressure on Government. At this point there is a step change as people transition from applying their new knowledge and skills in their domestic domain to taking up a more public role as citizens... Sida expects to see citizens who embrace opportunities to improve their own livelihoods, but who also take up civic responsibility... The assumptions is that the Government does want to do the right thing, that they will

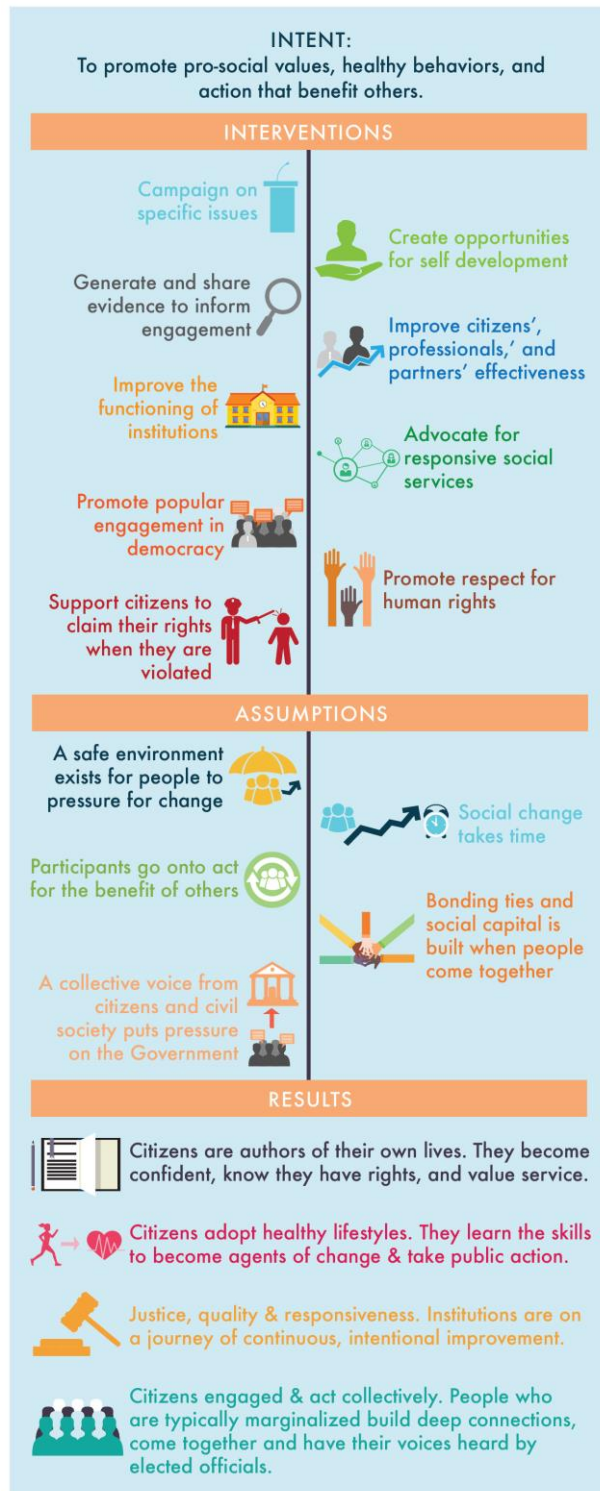
respond to citizen pressure and scrutiny, and that they will endeavor to uphold the domestic and international commitments that they have made. The second assumption is that when citizens whose voices are suppressed and unheard are facilitated to come together in solidarity they will engage in cooperative action where they identify the greater good, and work to realize it through their own efforts, and by putting pressure on duty-bearers to uphold their responsibilities. The theory anticipates that in response to this innate goodwill and citizen demand the institutions of the State and Judiciary will practice open government, will reform laws so that the interests of the vulnerable are protected, and will invest in public services for all citizens and particularly those that are most side-lined in public service provision. As a result citizens eventually access responsive public services” (McAlpine, 2016).

In this 2015 study the theory of change has developed. It is both simpler and more closely aligned with the partners’ own analysis of their context, intent, and results. It reads as follows and is depicted visually in figure 14.

The intent of Sida’s partners is to promote pro-social values, responsible behaviors, and actions that benefit others. Partners intervene in multiple, intersecting ways. They campaign on specific issues; create opportunities for self development; generate and share evidence to inform engagement; improve citizens’, professionals’, and partners’ effectiveness; improve the functioning of institutions; advocate for responsive social services; promote popular engagement in democracy; promote respect for human rights; and support citizens to claim their rights when they are violated.

They do so assuming that a safe environment exists for people to pressure for change; that social change takes time; that participants go onto act for the benefit of others; that bonding ties and social capital is built when people come together; and that collective voice from citizens and civil society puts pressure on the Government. As a result, citizens become authors of their own lives. They become confident, know they have rights, and value service. Citizens adopt responsible lifestyles. They learn the skills to become agents of change and take public action. Justice, quality and responsiveness within the Government system are promoted. Institutions embark on a journey of continuous, intentional improvement. Citizens become engaged in matters of concern to them, and act collectively to address them. People who are typically marginalized build deep connections, come together and have their voices heard by elected officials.

Fig 14. Emerging theory of change



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Aggregating the results that arise from Sida's investment in Tanzanian Civil Society in 2015

This study is a continuation of Sida's efforts to understand the impact that their CSO partners are achieving in effecting change with citizens, professionals, elected officials and Tanzanian institutions. The analysis builds off the original 2014 study. The annual reports of ten organizations are analyzed, with an additional source of data being the transcripts of conversations with seven of the partners. A meta-integral framework is used to provide a structure to the analysis of different types of social impact that are being achieved. The framework seeks to understand the change in individuals' self-concept; change in individuals' observable behavior; change in the techno, political and socio-economic system in which the Tanzanian Government operates; and changes in people's relationships. A grounded theory method was used to analyze the data (Glaser & Strauss, 1967). The findings reveal that the main concern that unites all of the partners is how to promote pro-social values, model responsible behavior, and actions that benefit others.

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