

**JOINT PROGRAM TO SUPPORT TANZANIA'S PRODUCTIVE SOCIAL SAFETY NETS (PSSN)  
REPORTING PERIOD: FROM 2015 TO 2017**

<p align="center"><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>• Programme Title: Joint Program to support Tanzania's Productive Social Safety Nets (PSSN)</li> <li>• Programme Number ID 00091541</li> </ul>	<p align="center"><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>1</sup></b></p> <p>Tanzania</p> <hr/> <p>Social Protection</p>
<p align="center"><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>• United Nations Development Programme (UNDP)</li> <li>• International Labour Organization (ILO)</li> <li>• United Nations Children's Fund (UNICEF)</li> <li>• United Nations Population Fund (UNFPA)</li> </ul>	<p align="center"><b>Implementing Partners</b></p> <ul style="list-style-type: none"> <li>• President's Office, Prime Minister's Office, Tanzania Social Action Fund (TASAF), Ministry of Finance and Planning, Ministry of Labour, Ministry of Health and Social Welfare, Ministry of Health – Zanzibar, Ministry of Women, Children, Youth and Empowerment-Zanzibar, Social Security Regulatory Authority, Local Government Authorities, Marie Stopes, Chama Cha Uzazi Bora Tanzania – UMATI, CSOs and Private sector, Ministry of Labour and Public Services – Zanzibar, Trade Union Congress of Tanzania (TUCTA), Association of Tanzania Employers (ATE), Zanzibar Trade Union Congress (ZATUC), and Zanzibar Employer's Association (ZANEMA).</li> </ul>
<p align="center"><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: US\$ 3,700,017</p> <p>MPTF /JP Contribution<sup>2</sup>: US\$ 1,500,000</p> <ul style="list-style-type: none"> <li>• <i>ILO: US\$ 174,759</i></li> <li>• <i>UNFPA: US\$ 210,000</i></li> <li>• <i>UNICEF: US\$ 653,127</i></li> </ul>	<p align="center"><b>Programme Duration</b></p> <p>Overall Duration (<i>31 months</i>)</p> <p>Start Date<sup>3</sup> <i>22 May 2015</i></p>

<sup>1</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>2</sup> The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

<sup>3</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

- UNDP: US\$ 462,114

Agency Contribution: 2,200,017

(Matching Funds)

- UNDP – US\$ 1,500,000
- UNICEF- US\$ 460,017
- UNFPA – US\$ 210,000
- ILO – US\$ 30,000

Government Contribution

NA

Other Contributions (donors)

NA

**TOTAL:**

**Programme Assessment/Review/Mid-Term Evaluation.**

Evaluation Completed

Yes  No Date: 11 May 2018

Evaluation Report - Attached

Yes  No Date: 14.05.2018

Original End Date<sup>4</sup> 21 September 2017

Actual End date<sup>5</sup> 21 September 2017

Have agency (ies) operationally closed the Programme in its(their) system? Yes  No

Expected Financial Closure date<sup>6</sup>:

**Report Submitted By**

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<sup>4</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>5</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>6</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

## **EXECUTIVE SUMMARY**

The implementation of the Tanzania Productive Social Safety Nets (PSSN) Joint Programme has contributed to the alleviation of household poverty in 1.1 households enrolled in the Tanzania Social Action Fund (TASAF) conditional cash transfer programme. The comparative advantage of the UN agencies in the areas of gender mainstreaming, nutrition, family planning, youth employment was acknowledged by the development partners as important contribution to sustained poverty eradication efforts at household level.

The Joint Programme provided an opportunity for the UN agencies to pilot several interventions: Poverty as a root cause of malnutrition was addressed by introducing Stawisha Maisha pilot. The successful implementation of the pilot has led to its upscale. The on-going design of the Cash Plus model pilot that will link the poorest adolescents/youth to livelihood interventions and sexual and reproductive health messaging and services will ensure safer transitions to adulthood. The development of and piloting a PSSN gender sensitive and sustainable livelihoods model was conducted aimed to address challenges related to the shortage and inadequateness of existing extension services. To ensure the sustainability of the programme, the internal management capacities of TASAF was strengthened to ensure quality M & E and reporting. The capacity of the Prime Minister's Office was enhanced for effective social protection coordination at sector and national levels.

At the national level, the contribution of the UN agencies to the drafting of the National Social Protection Framework was commended by the government. Although the framework was changed into a policy, the issues raised have been included in the national Five Years Development Plan II (FYDP II) and MKUZA III in Zanzibar.

The report provides an overview of the results framework, the achievements at both outcome and output levels, challenges and lessons learnt. An overview of the beneficiaries reached by the programme is provided, and the qualitative assessment of programme including the contribution of the cross-cutting issues to the results. Insights from the final evaluation are presented including some of the key recommendations to take forward.

### **I. Purpose**

Tanzania has recorded robust economic growth of 7% per annum since 2001. Despite this robust economic growth, the absolute number of people living in poverty has continued to grow because of the low impact of growth on reduction of poverty and high population growth. In order to address and accelerate progress on eradicating extreme poverty, the government of Tanzania decided to scale-up one of its existing national programmes - the Tanzania Productive Social Safety Nets (PSSN) to reach all the extreme poor people living below the food poverty line; fully embracing the outcomes of the Madrid United Nations System of Chief Executive Board for Coordination (CEB) meeting (on 6 April 2013). The aim is to enable these poor households to access food, income, uptake of essential health by pregnant woman and children under five, increased school enrolment and attendance for school age children, and enhance their livelihoods. Investment in human capital (health and education) that will be undertaken through this critical intervention will increase the poor people's participation in the economy through increasing opportunities for employment and entrepreneurship, and hence making economic growth inclusive.

- **Joint Programme Outcomes and Outputs:**

<b>UNDAP Outcome 1 of the Social Protection Cluster: Government of Tanzania coordinates a multisectoral social protection response to the needs of the economically deprived and vulnerable groups.</b>	
<b>JP Outcome</b>	<b>Outputs</b>
1. JP PSSN Programme implementation and delivery systems of the TASAF Management Unit, Regional Officers, District Councils and Communities strengthened	1.1 Social protection knowledge management system strengthened 1.2 Institutional capacities of the PSSN Programme implementation structures strengthened 1.3 Robust PSSN Programme Monitoring and Evaluation and Management Information System (MIS) enhanced, including indicators on gender, climate change and other cross-cutting issues 1.4 Sector line ministry community extension workers' capacity built to manage and implement Community Sessions 1.5 NSPF and PSSN indicators incorporated into NBS national, thematic and panel survey instruments.
2. Social protection interventions are coordinated across sectors under National Social Protection Framework to address supply side issues	2.1. National Social Protection Framework (NSPF) finalized and implemented 2.2 A harmonized PSSN and NSPF coordination mechanisms established
3 Sustainable livelihood and resilience mechanisms for the PSSN strengthened	3.1 Pro-poor and child-sensitive social protection institutionalized at all levels to prevent inter-generational poverty 3.2 Mechanisms for strengthening medium to long term community and household resilience to risk and shocks developed 3.3 Effective gender-sensitive and sustainable livelihoods models tested and implemented

## II. Assessment of Programme Results

### i) Narrative reporting on results:

- **Outcomes Level:**

There are 3 main PSSN Joint Programme outcomes: (i) Programme implementation and delivery systems of the TASAF Management Unit, Regional Officers, District Councils and Communities strengthened. (ii) Social protection interventions are coordinated across sectors under National Social Protection Framework to address supply side issues; and (iii) Sustainable livelihood and resilience mechanisms for the PSSN strengthened.

During the implementation period, all the UN participating agencies worked with TASAF together with other Development Partners. TASAF has successfully enrolled about 1.1 million household in 161 Project Area Authorities in Tanzania Mainland and Zanzibar by using the LGA decentralized system, which reaches down to the community level. Strengthening the programme delivery systems, including linkages with nutrition services and programmes, is a continuous process given the complexities of the PSSN and the multitude of stakeholders involved.

Social protection and nutrition are intrinsically linked: poverty (and the inadequate quantity, quality or access to human, economic and institutional resources it implies) is an important root cause for malnutrition. The UN supported TASAF to develop a brand known as “Stawisha Maisha” (Nourishing Life), which aims to enhance PSSN community sessions by engaging women beneficiaries, caregivers and grandmothers on Infant and Young Child Feeding (IYCF) Stawisha Maisha group activities conducted on bi-monthly cash transfer payment days (6 sessions per year). The pilot for Stawisha Maisha is being carried out in Unguja North B and Mbeya District Council. About 9,494 beneficiaries are targeted and a total of 100 facilitators at sub-national level are trained to conduct the six IYCF sessions. The pilot phase will be used to develop a model for Stawisha Maisha scale-up.

The participating UN agencies, jointly provided technical support to TASAF to review and update its communication and advocacy strategy, which will enhance the understanding of the PSSN programme amongst the different audiences including programme beneficiaries and high-level policy makers involved in the design of the programme’s second phase, PSSN II.

Support was also provided to strengthened PSSN programme implementation and delivery systems of the TASAF Management Unit, regional officers, district councils and communities through enhancing the functioning of the Management Information System (MIS) and Programme M&E

Strengthened Sustainable livelihood and resilience mechanisms for the PSSN programme was achieved through the development of gender-sensitive Livelihood Enhancement (LE) Framework and Handbook. The development of and piloting a PSSN gender sensitive and sustainable livelihoods model was conducted aimed to address challenges related to the shortage and inadequateness of existing extension services

**The Joint Programme provided ways to develop capacities specifically and generally that contributed to the achievement of the outcomes.**

Poverty and malnutrition both have multiple causes which cannot be addressed by a single sector and therefore need a multi-sector and multi-stakeholder approach. One of TASAF’s expected results is a reduced number of malnutrition cases. Capacity building on IYCF modules has taken place for TASAF staff at national, Local Government, and village level. TASAF and Local Government extension workers are involved in delivering training and implementing the “Stawisha Maisha” IYCF modules. During the wide-scale pretesting, 4 Managers and 6 Officers from TASAF Headquarters and 20 PAA staff were trained on the toolkit and participated in its serialized pretesting and the pretesting exercise itself. About 827 PSSN beneficiaries took part in the pretesting (90

percent were female and 10 percent male). The Stawisha Maisha nutrition linkage is strongly embedded in the TASAF-PSSN delivery system.

With technical and financial support from the UN, PORALG and TASAF conducted a workshop in Mbeya to operationalize the “Equity Nexus”, a mechanism to establish linkages between the PSSN beneficiaries and large-scale stunting reduction programmes. The aim is to target nutritionally vulnerable populations and make them the recipients of services that will diversify their diets and livelihoods and enhance their access to health and sanitation services. Together with Stawisha Maisha, the Equity Nexus initiatives forms part of UN support to institutionalize and develop capacity for an effective PSSN-Nutrition services interface. About 90 participants from PMO, PORALG, and TASAF, and LGA technical staff of Nutrition and Health Departments in Mbeya, Iringa, Songwe and Njombe regions attended the first Equity Nexus workshop. Each region developed an operational plan and NGOs have started to enroll PSSN beneficiaries into their stunting reduction programmes.

TASAF has enhanced its capacity to cater for the specific needs of adolescents with the finalization of the baseline, in 2015, of the UN-supported youth/adolescent well-being component of the PSSN impact evaluation. The end-line survey was completed by mid-2017 and the draft evaluation report is expected to be released in December 2017. The baseline and end-line evaluations inform the ongoing design of the Cash Plus model pilot that will link the poorest adolescents/youth to livelihood interventions and sexual and reproductive health messaging and services, thereby ensuring safer transitions to adulthood. The continued exposure of TASAF staff to evaluation design and management – PSSN and Cash Plus impact evaluations – has developed their capacity to use analyses and interpret evaluation findings and evidence to inform programming.

Two key officials of the Prime Minister’s Office were trained on social protection to strengthen their capacity in coordinating the sector nationally and support the process of preparing the NSPF implementation plan. A delegation of PMO and TASAF officials was supported to participate in a workshop of the Transfer Project, which addressed the current state of evidence with regards to impact of social protection interventions

Trainings and upgrading skills of TASAF staff on Programme M&E and the MIS were conducted, which contributed to enhancing the capacity of TASAF staff to systematically monitor, evaluate, and report on the PSSN programme, as well as better capture results and use findings to stimulate learning and improvement of programme implementation and delivery systems.

A learning visit to UN agency’s interventions on gender-sensitive resilience building and livelihood activities was conducted to enable TASAF staff to leverage on experiences and enhance their knowledge on developing sustainable livelihood and resilience mechanisms.

The capacity of TASAF Research Unit has been strengthened through hands-on learning from participating in data collection for the gender assessment of TASAF and the PSSN programme conducted by gender experts, which will contribute to enhanced understanding of gender related challenges and improved monitoring and delivery of the PSSN programme.

During implementation of the family planning activities, Adolescent and Women of reproductive age in implementation sites were empowered to make their own decision on planning their families for their health and participation in development activities, hence contributes in poverty reduction.

As part of implementation of the interventions that seeks to achieve output 3.3 of the Joint programme outcome no 3: Sustainable livelihood and resilience mechanisms for the PSSN strengthened, twenty five (25) staff from TASAF and five PAAs of Chamwino in Dodoma region; Kibaha and Bagamoyo in Coast region, Lindi rural in Lindi region and Unguja in Zanzibar were trained as training of trainers (ToTs) on business development services including entrepreneurships under the ILO certified Entrepreneurship curriculum dubbed ‘Start and Improve your Business (SIYB) Model, a tailor-made entrepreneurship curriculum that has content fit for vulnerable groups to learn how to establish businesses and venture into viable income generating opportunities for improved livelihoods.

The variance between the planned and achieved results was experienced as noted below:

- The process of designing and branding the training guidelines and visuals took longer than expected, due to the specificities of the target group, and the technical and logistic requirements of the pre-testing exercise. The latter was conducted in two phases: serialized pre-testing and large-scale pre-testing, therefore the delay in starting the pilot.
- In addition, while progress has been made toward achieving the outcome, “Social protection interventions are coordinated across sectors under National Social Protection Framework to address supply side issues,” through the development of the draft National Social Protection Framework (NSPF), the NSPF was not approved by Cabinet. Instead, the Government is developing a National Social Protection Policy, which will be informed by the draft NSPF as well as by the revised 2003 Social Security Policy.
- The key outcome was to reach the marginalized population through Family Planning services and providing FP/SRH education and counselling during Cash transfer meeting. The variance was on aligning Outreach activities for Family Planning with TASAF/PSSN during cash transfer meetings at the village level.

### **Outputs Level:**

- At institutional level, TASAF designed a communication tool to enhance PSSN community sessions by engaging women and caregiver beneficiaries with children and grandchildren on Infant and Young Child Feeding (IYCF) through Stawisha Maisha group’s activities conducted on bi-monthly cash transfer days (6 sessions per year). The Stawisha Maisha Groups will stimulate beneficiaries to take action to ensure nutritious Infant and Young Child Feeding (IYCF) in their households and family networks. It will do this by (1) enhancing their collaboration, (2) building their agency, (3) strengthening their leadership role and capacity to identify and solve problems in relation to the topic, and (4) increasing their knowledge of new practices. Stawisha Maisha Is implemented by community extension workers – known as PSSN facilitators. 100 facilitators were trained in using the Stawisha Maisha community engagement toolkit. However, instead of reaching 22 Districts, the pilot is implemented in Mbeya DC and Unguja North B. This geographically focused approach allows a deeper intensity within the selected districts, which is more cost-effective and more conducive to capturing lessons learned from implementation monitoring and observation.

- The design of a Cash Plus model under the Livelihood Enhancement pillar of the PSSN, in partnership with TASAF, TACAIDS and other stakeholders is expected to enhance the scope of livelihood support interventions that promote resilience and offer opportunities for young people. The Cash Plus pilot, which is being rigorously evaluated with UN support, will link vulnerable adolescents/youth in PSSN beneficiary households to livelihood interventions and sexual and reproductive health messaging and services, thereby ensuring safer transitions to adulthood.
- Social Protection knowledge management system as well as PSSN programme M&E and MIS have been strengthened through the development of modules on compliance, case management and public works, providing support to the establishment of data capture centres at local level, and the capacity building of TASAF staff on monitoring the PSSN programme and the new Information System. This enabled TASAF to better implement and monitor the PSSN programme.
- While the draft National Social Protection Framework (NSPF) outlining an institutional framework to coordinate social protection interventions across sectors to address supply side issues was developed, it was not approved by Cabinet. However, social protection issues have been integrated into the Second Five Year Development Plan (FYDP II), which will contribute to increasing the coverage and sustainable financing of social protection.
- TASAF gender-sensitive LE Framework and Handbook outlining strategy and mechanisms for enhancing community and households' resilience to risk and shocks were developed. Also, progress has been made in the development of and piloting a PSSN gender sensitive and sustainable livelihoods model, which will address challenges related to the shortage and inadequateness of existing extension services and ensure enhanced access to knowledge and information as well as strengthening capacity for PSSN beneficiaries on sustainable livelihood enhancement activities.
- A training on entrepreneurship was conducted to 1,000 youth (15-35 years old -52% being female) from 5 PAAs followed by business development services including development of feasible business ideas, market developments and records keeping. This activity contributed to output 3: Effective gender sensitive and sustainable livelihoods models tested and implemented out outcome number 3 of the joint programme: Sustainable livelihood and resilience mechanisms for the PSSN strengthened

**Who are and how have the direct beneficiaries/rights holders been engaged in the joint programme implementation?**

- The Joint Programme is supporting the PSSN, which is managed by TASAF. TASAF staff are considered secondary-level beneficiaries, forming the link between the programme and its beneficiaries. The Joint Programme support has principally focused on reaching TASAF staff and PSSN implementation mechanisms. In terms of indirect beneficiaries of UN support, PSSN has 1,118,740 enrolled households with 5,127,730 beneficiaries and national coverage in 161 project areas in mainland and Zanzibar. Most beneficiaries (38.9%) are of school age, between 6 and 18 years, while 16.1% are children between 0 and 5 years. Beneficiaries between 19-60 years of age comprise 33.1% and 11.8% comprise adults aged 60 years and above. About 52% of beneficiaries

are women, 566,276 households are female-headed, 5,087 are child-headed households, and 285,357 are headed by elderly.

- 215 PSSN beneficiaries (77 males and 138 females) were consulted during the process of conducting the gender assessment of TASAF and the PSSN programme. They provided information, for instance, on the impact of the programme on intra-household gender relations, asset building, women's time poverty issues, educational and health outcomes of the beneficiaries, etc. Findings and recommendations from the consultations informed the development of TASAF Gender Mainstreaming Action Plan and gender training tools for TASAF staff, which will contribute to enhance the integration of gender perspectives into the PSSN programme and ensure that women and men's different needs, roles and interest are addressed.
- The marginalized population who are the main beneficiaries of the family planning project were involved in programme implementation through interactions in health education sessions and services.
- The joint programme used existing structures of the government and partners for implementation of its interventions to ensure ownership and sustainability. Key TASAF livelihood Enhancement staff participated fully in the design, implementation, monitor, review and evaluate the programme. Specifically, TASAF staff were involved in entrepreneurship and livelihoods curriculum development, pre-testing of the curriculum, ToT training as well as rolling out of the training curriculum to beneficiaries. Beneficiaries were trained using training curriculum and involved in development of viable business and livelihoods opportunities that ensure sustainable income, hence improving livelihoods of the youth at individual and household level.
- All planned interventions were implemented except the following:
  - Development of the NSPF Implementation and Monitoring plan was not done as the draft NSFP was not approved by Cabinet. Instead, the Government is developing a National Social Protection Policy, which will be informed by the draft NSPF as well as by the revised 2003 Social Security Policy.
  - Designing operational guidelines for public-private partnerships for adapting large infrastructure development projects to labour-based approached was not implemented due to delays in the implementation of the LE component of the programme.

#### **Qualitative assessment:**

- **Key Partnerships:** At the initial stage of the programme, the overall PSSN JP was managed by the government of Tanzania through the Ministry of Finance and Planning (MoFP), Poverty Eradication Division, and implemented mostly through TASAF. The Steering Committee (SC) of the PSSN JP was Co-chaired by the Permanent Secretary, MoFP and the UN Resident Coordinator. With the changes of national leadership, TASAF is under the President's office. The Steering Committee has been mainstreamed within the UNDAP II governance structure. UNICEF continues leading the Social Protection Outcome Working Group, a forum Co-chaired by UNICEF Representative and Permanent Secretary, MoFP. At this level major social protection issues beyond the PSSN JP are discussed and decisions made, including budget allocations.

- To enhance the collaboration with the Development Partners, and to streamline joint UN support to TASAF, a coordination memorandum of understanding (MoU) was designed and signed. The coordination MoU fostered collaboration and facilitates constructive policy dialogue on the future sustainability of the program and will enhance a joined technical support for the effective implementation of the program.
- The UN Resident Coordinator has been in the fore front in advocating for increased support to programmes that target the most vulnerable groups at sub-national level. Through the UN Resident Coordinator’s Office, (UNRCO) functional coordination mechanism was instituted with the participating UN agencies to ensure quality and coherent programme delivery. The inception workshop was organized at the initial stage of the programme provided an important learning opportunity for partners to understand required procedures for quality reporting. In addition, the UNRCO communications team provided quality publicity support of the JP and raising public awareness of the SDGs. JP management and monitoring including preparations of monitoring reports were done by the RC office. The UNRCO coordination team led the preparations of the final evaluation of the Joint Programme including developing of the timelines, drafting the terms of reference in consultation with the SDG-F secretariat, TASAF and the Ministry of Finance and Planning. The RCO managed the evaluation process to the final report submission.
- **Cross-cutting issues pertinent to the results:** The joint programme promoted gender equality and women’s economic empowerment by providing technical and financial support to strengthen gender mainstreaming into the PSSN programme. For instance, an in-depth gender assessment of the PSSN programme and TASAF was conducted to assess the gendered impacts and gender responsiveness of the PSSN programme and TASAF’s institutional capacity, mechanisms and structures for gender mainstreaming. In addition, TASAF Gender Action Plan and a series of core training modules on gender responsive programming for TASAF staff were developed based on findings of the gender assessment. The Plan and training modules will contribute not only to strengthening the capacity of TASAF staff in designing and rolling out gender sensitive sustainable livelihoods models, but also to ensuring systematic integration of gender concerns into all areas of TASAF and the PSSN, including M&E, communication and advocacy. Findings and recommendations from the assessment will also inform the design of the new PSSN programme (PSSN II) and support TASAF and the PSSN programme to systematically promote women’s empowerment and gender equality. Gender dimensions were also considered during design, implementation, review and evaluation of the joint programme. The joint programme supported improvement of the implementation of Tanzania Productive Safety Net programme (TASAF III – PSSN) through development of livelihood technical manual and application of the ‘ILO Start and Improve Your Business SIYB’ entrepreneurship training model that targets poorest and vulnerable population including women, disabled, old people and people living with HIV and AIDS through increased capacity and knowledge in identification and tapping of available feasible economic opportunities and use the cash transfers to make feasible savings and investments in economic empowerment opportunities.

Through the joint programme support, the Tanzania Productive Safety Net programme, developed the sustainable livelihood and resilience mechanisms among the 1,000 youth (15-35 majority adolescents and young women – 52%) poorest and vulnerable PSSN beneficiary households through developing and strengthening entrepreneurship skills through trainings, post training support (hands-on-support, mentorship, coaching and supportive supervision). The economic opportunities engaged

enabled livelihoods of the youth and their households while improving linkages with existing support structures for continued and sustainable support.

### iii) Evaluation, Best Practices and Lessons Learned

The monitoring and evaluation function has contributed to the:

- **Improvement in programme management and the attainment of development results** through monitoring reports, more detailed information was collected across various programme management, analyze them and identify areas that would have been improved to enhance programme interventions and results.
- **Improvement in transparency and mutual accountability:** Information were collected on programme aspects, shared among the project implanting partners and have a detailed discussion to have a common solution for issues identified. This improved transparency, ownership and sense of accountability
- **Increasing national capacities and procedures in M&E and data** National capacities in M & E and data management were strengthened through programme delivery.

**Final Joint Programme Evaluation was conducted as required.** Some of the evaluation recommendations will be considered for the next phase. Some of the recommendations included the following:

- It is strongly recommended that UN defines internal capacity before venturing into design and support of next TASAF phase to ensure definition of realistic achievements.
- It may as well be relevant to involve national and/or international research institutions with expertise in SP, technical training and other relevant areas, think tanks, relevant associations etc.
- A stronger JP M&E system with relatively few key performance indicators enabling a joint learning from experience and subsequent engagement in such learning activities.
- Enhancing gender mainstreaming capacities by finalizing and rolling-out of the gender training package and supporting the integration of gender into all components of the PSSN through support to finalization and implementation of the gender action plan

#### **Key constraints including delays (if any) during programme implementation:**

##### ***Internal to the joint programme***

- There was no internal (UN) constraining factor during the implementation. However, for the final evaluation, it took more time to procure a competent consultant. The team had to procure two times for a local hire who were later disqualified for several reasons. The new process had to be initiated to procure an international consultant. The procurement process delayed the actual evaluation and final submission of the evaluation report.

##### ***External to the joint programme***

- The delay and ultimately non-approval of the National Social Protection Framework (NSPF) has been a constraint to the provision of timely UN support under the Joint Programme. The NSPF will be merged into the new National Social Protection Policy, which the Government has decided to develop instead. This will bring to fruition the technical support provided to the NSPF process during its development stage.
- Several government institutions, including TASAF, were undergoing a reform process, which caused delays in the implementation of the joint programme activities, related to the LE component of the PSSN programme.

- Limited programme funding compared to actual support requirements from partners and beneficiaries

**Main mitigation actions implemented to overcome these constraints:**

- Technical support was provided to TASAF to accelerate the implementation of activities such as the development of LE Framework and Handbook as well as a concept note on a PSSN gender sensitive and sustainable livelihoods model. In addition, regular consultations with partners were held to identify challenges and provide relevant support needed by partners to address the challenges.
- More resource mobilization initiatives to access funds that contributes to the interventions already reached by joint programme funds
- Two joint programme participating agents (ILO and UNICEF) has embarked on supporting the government on review of the current national social security policy (2003), to come up with a comprehensive national social protection policy that provides legal mandate, policy direction and lays down a system base for social protection.
- The design for second TASAF PSSN II has been approved by the government and the key focus will be to reach 10% of the Tanzanian poorest mainly through public works and livelihoods enhancement programme.

**Key lessons learnt and best practices that would be relevant to the design and implementation of future joint programmes in this area include the following:**

- Having regular coordination meetings to share information, provide technical support to each other and have a consensus on actions and messages, i.e. to government counterparts and donors, is key for the success of joint programmes. This could be further enhanced by having dedicated staff from participating agencies as well as a coordinator for the programmes.
- Demand generation sessions were conducted by using various approaches including Public Address (PA) system, distribution of Behavior Change Communication (BCC) materials such as brochures and flyers.
- The UN joint programme participating agents joining other development partners and organizations which contributes to the implementation of TASAF PSSN programme has worked well and improved coordination of the programme. A total of 10 agencies (WB, DFID, SIDA, UNICEF, UNDP, UNFPA, WFP, Bill and Melinda Gates, Fundacion Capital, Brac and Care International have joint efforts to supporting implementation of PSSN by signing of Memorandum of Understanding (MoU) with the government of Tanzania that details each part's role in implementation of PSSN.
- The matching funds contributed to enhancing the efficiency of the joint programme, for instance, by allowing agencies to hire staff providing support in project management and implementation. The matching funds contributed in demand generation, outreach activities which increased access and utilization of the services in general population including TASAF beneficiaries and improved quality of service provision through capacity building of service providers. Based on the objectives of the joint programme and specifically outcome 3 which emphasize on strengthening sustainable livelihood and resilience mechanisms for the PSSN, there is a great need to support poor and vulnerable groups to create economic and livelihoods resilience through support to development of

viable and feasible income generating opportunities. The matching funds complemented to the joint programme funds to provide technical support to beneficiaries creating this viable and feasible income generating opportunities among the beneficiaries.

## LIST OF ABBREVIATIONS

ATE	Association of Tanzania Employers
BCC	Behavior Change Communication
CEB	Chief executive Board for Coordination
DC	District Commissioner
DFID	Department for International Development
FP	Family Planning
FYDP II	Five Years Development Plan II 2016/17 – 2020/21
ILO	International Labour Organization
IYCF	Infant and Young Child Feeding
LE	Livelihood Enhancement
LGAs	Local Government Authorities
MIS	Management Information System
MKUZA III	Mkakati wa Kukuza Uchumi Zanzibar III
MoFP	Ministry of Finance and Planning
MoU	Memorandum of Understanding
NSPF	National Social Protection Framework
PA	Public Address
PAA	Project Area Authority
PMO	Prime Minister’s Office
PO-RALG	President’s Office, Regional Administration and Local Government
PSSN	Productive Social Safety Net
SC	Steering Committee
SIYB	Start and Improve Your Business
SRH	Sexual Reproductive Health
TACAIDS	Tanzania Commission for AIDS
TASAF	Tanzania Social Action Fund
RCO	Resident Coordinator Office
TUCTA	Trade Union Congress of Tanzania
UMATI	Chama Cha Uzazi Bora Tanzania
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
WB	World Bank
WFP	World Food Programme
ZANEMA	Zanzibar Employer’s Association
ZATUC	Zanzibar Trade Union Congress