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Financial Crisis Initiative Performance Review

Presentation Outline

- Background
- Findings and Recommendations:
 - FFE
 - FFA
 - C4W
 - Cash Transfer
- Conclusions and Lessons Learned



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Background



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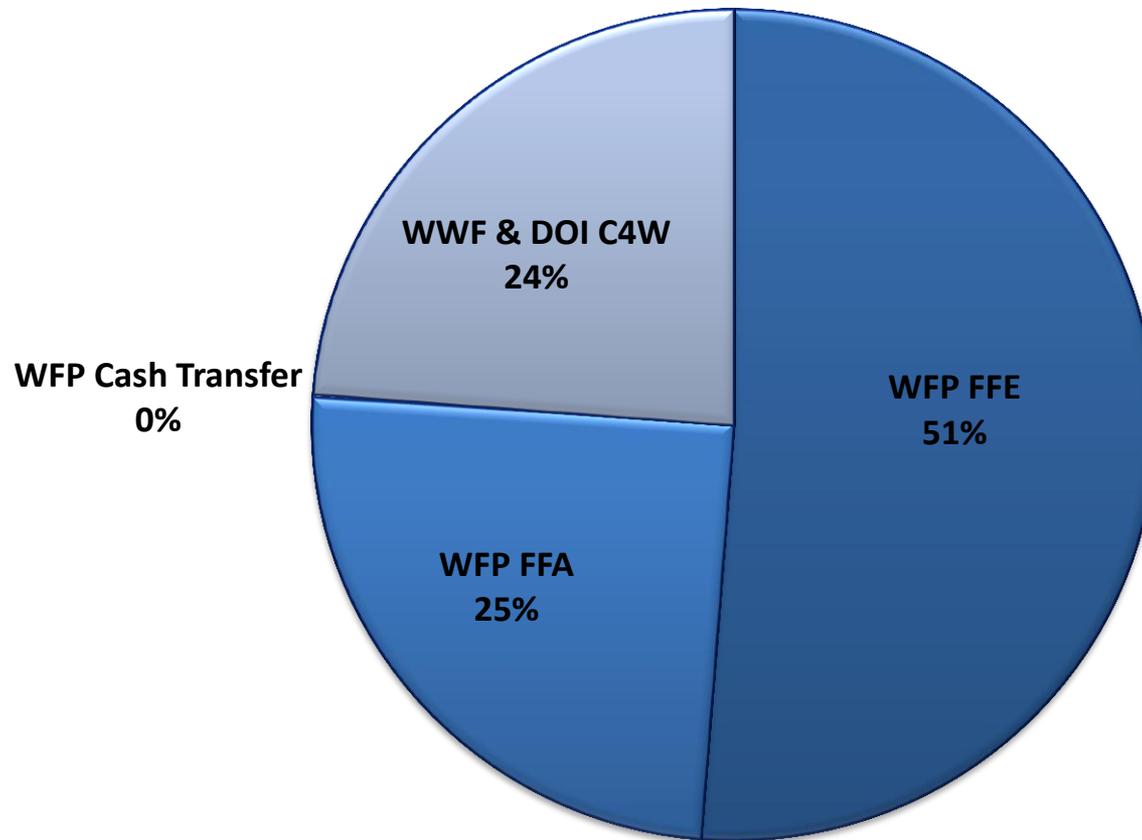
What is the Financial Crisis Initiative (FCI)?

- A stimulus package from the USG to complement actions by the Government of Tanzania (GoT) to:
 - Stimulate the Tanzanian economy,
 - Increase food production, and
 - Provide social protection and safety nets for vulnerable groups.
- USAID contributed a total of \$52.7 million to the FCI over two phases. The bulk of the USAID FCI support consisted of four safety net components implemented from 2009 to 2012 by the:
 - World Food Programme (WFP),
 - World Wildlife Fund (WWF), and
 - United States Department of Interior (DOI).

FCI Components Covered in the Evaluation

Implementing Agency	Component	Objective(s)
WFP	FFE	Provide school meals to primary school students.
	FFA	Enable community members to receive food while working on infrastructure projects to improve food production and/or access to markets.
	Cash Transfer	Provide training on nutritional practices and monthly cash transfer to enable mothers to feed children.
WWF DOI	C4W	Provide temporary income while building infrastructure for communities in WMAs that may have suffered a reduction in tourism.

FCI Program Funding





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Key evaluation questions

1. To what extent did the FCI program activities directly address the overall goal of providing a safety net and reaching intended vulnerable populations affected by the financial crisis?
2. What key factors are contributing to or limiting the sustainability of all three safety net components?



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FCI Performance Evaluation

Deloitte's Leadership in Public Financial Management (LPFM) FCI Evaluation Team conducted the performance evaluation with data collection from May to June 2012.

A mixed method (quantitative and qualitative) evaluation approach was used.

1. Two quantitative questionnaires were developed:
 - School FFE questionnaire
 - C4W and FFA questionnaire
2. One standardized key informant questionnaire to gather information/perceptions from community leadership and program implementers

FCI Questionnaires and Respondents

Questionnaire Type	Respondent	
FFE questionnaire	FFE	Head teacher
FFA and C4W questionnaire	FFA	Participating member of household (<i>10 households/village</i>)
	C4W	Individual participant (<i>14 participants - 8 men, 6 women/village</i>)
Key Informant (KI) questionnaire	FFA	District Focal Person, Implementing partner, Food & Asset Committee members, Village Chairman/Executive Officer
	C4W	District Focal Person, Implementing partner, WMA/AA leadership, Village Chairman/Executive Officer
	FFE	DEO, Implementing partner, WEC, School committee



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FCI sites visited



Coverage and Interviews Completed

Sites	FFA	C4W	FFE
Target	30	20	50
Actual	28	20	48

Interviews	FFA	C4W	FFE
Target	300	280	50
Actual	278	159	48



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Coverage conclusion

- The survey provides a representative sample that covers geographic areas in the sample frame provided by implementing partners. A small part of the FFE sites were excluded from the frame due to rainy season inaccessibility.
- The sample includes a variety of program participants.
- Despite challenges, every effort was made to ensure coverage and random selection.
- The final sample can be considered representative of each program for the purposes of this performance evaluation.



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Findings and Recommendations

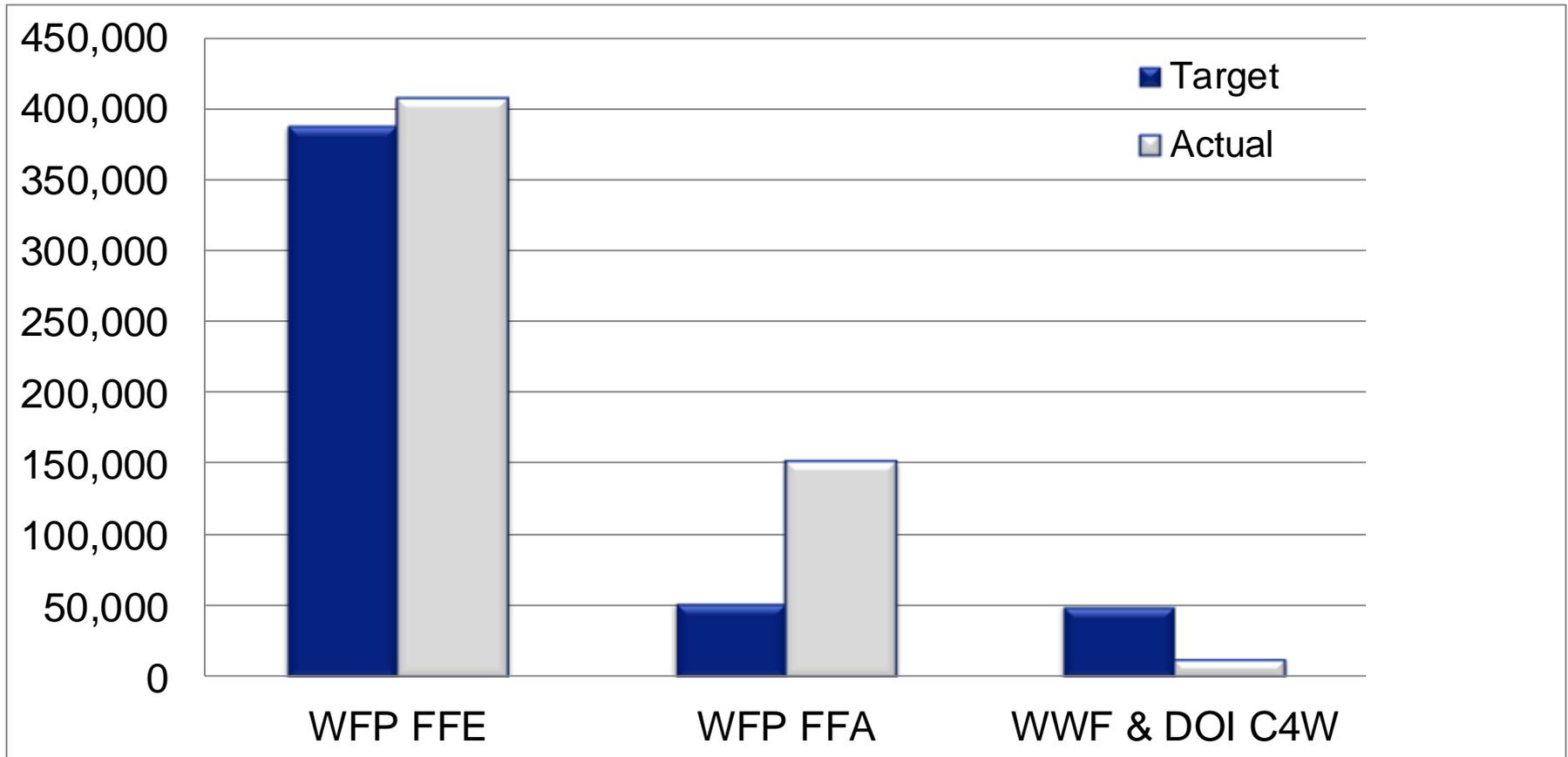


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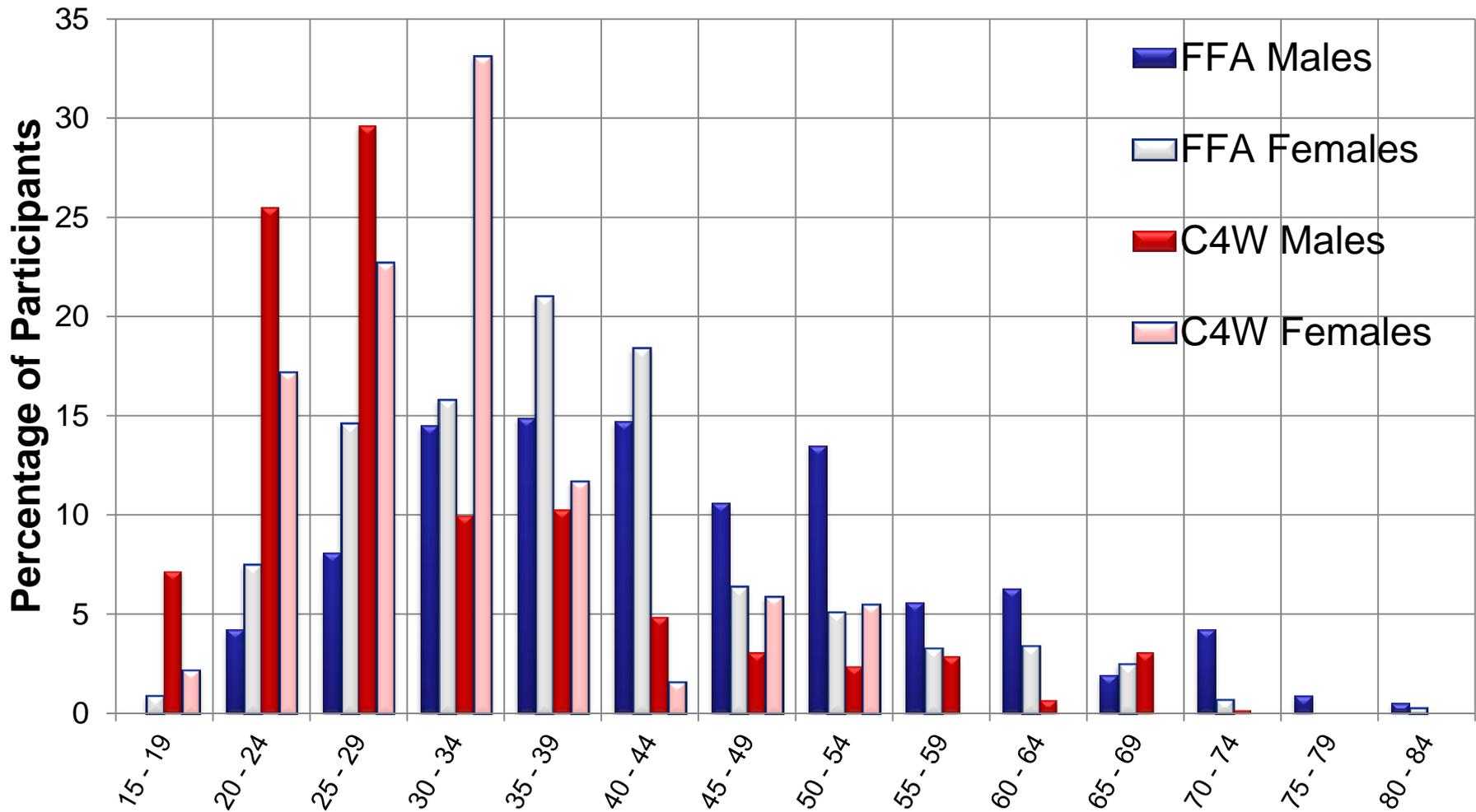
Did FCI program activities provide a safety net and reach intended vulnerable populations?

- The FCI programs were carried out in vulnerable communities, although individual participation was not always equal in terms of gender or villages due to selection processes and work involved.
- The short term benefits of supplemental food or income allowed families to mitigate the damage that loss of income or crops brings to vulnerable groups.
- The Cash for Work, Food for Asset projects and school feeding programs may improve the long-term resilience of the communities to future shocks by addressing infrastructure problems, improving health and education of children, and increasing tourism.

FCI Target and Actual Beneficiaries, 2010-June 2012



C4W and FFA Participants by Age and Gender



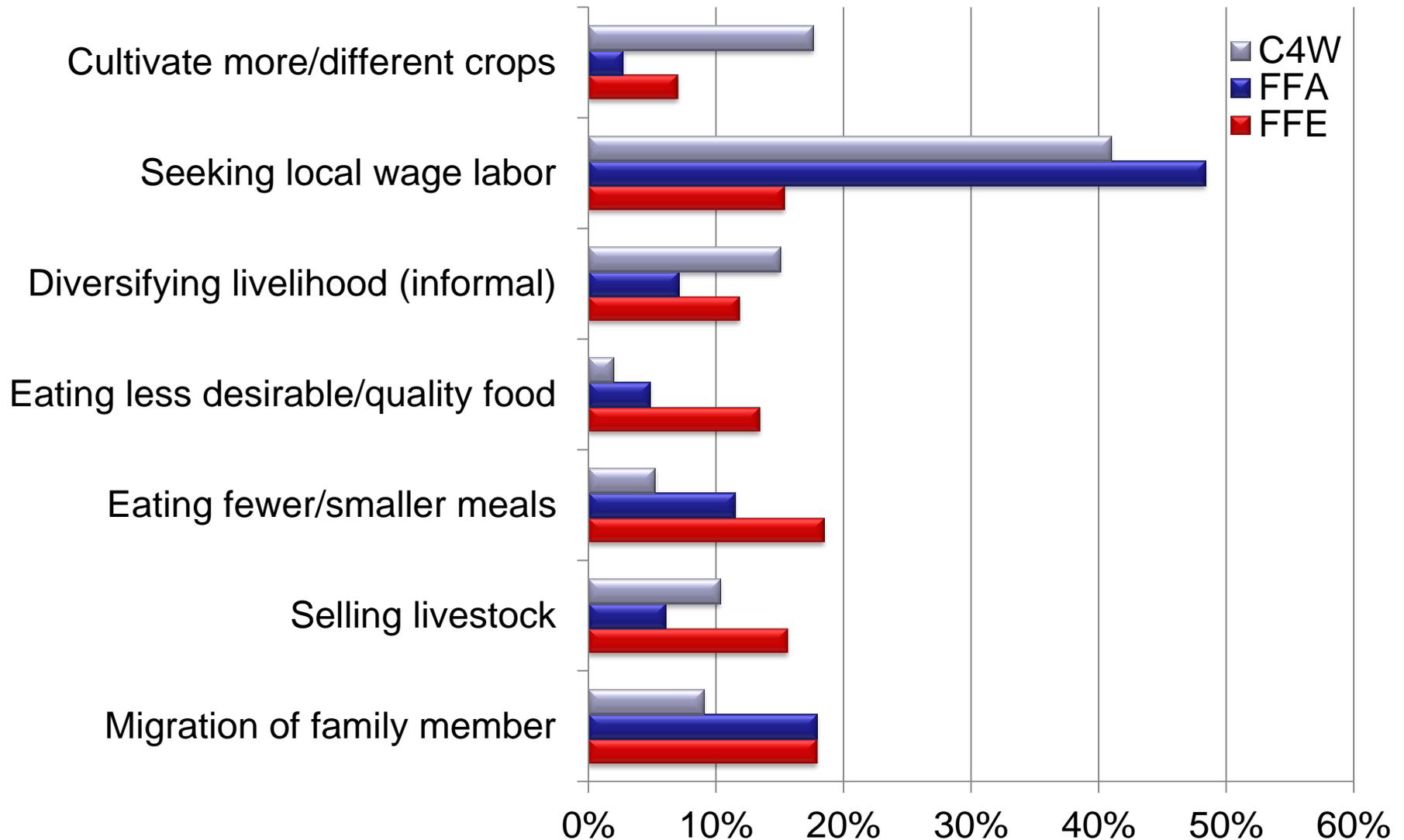


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What key factors are contributing to or limiting the sustainability of all three safety net components?

- Interviews at the local level revealed that there was not a clear understanding that FCI programs are short-term solutions.
- Significant community involvement was a key factor in guiding the selection of projects most important to the community, smooth implementation, and promoting ownership.
- Project sites with a close relationship between implementers and community leaders had a greater understanding of the need for communities to actively participate to increase the program's success and benefits.
- Respondents stated that more awareness and community outreach should be conducted at the start of these types of programs and throughout implementation to ensure participation and support.

Coping mechanisms without FCI assistance





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General findings of FCI assistance

- USAID FCI assistance to vulnerable communities in Tanzania is consistent with the recommendations of other donors on safety net support.
- The FCI safety net programs are effective and should be continued, but emphasis should be placed on governance, institution building, and monitoring.
- Expansion of existing programs is a more cost effective means of reaching vulnerable populations building upon established management and logistical arrangements.

Food for Education





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Objectives of FFE

1. Increase enrollment, attendance, concentration span and learning capacity, and reduce drop-out and gender disparity,
2. Reduce the use of wood and increase awareness and knowledge of environment-friendly practices and technology in schools and communities,
3. Strengthen the capacity of districts in data collection and management, and
4. Increase knowledge and awareness of the cost and impact of the Food for Education program.



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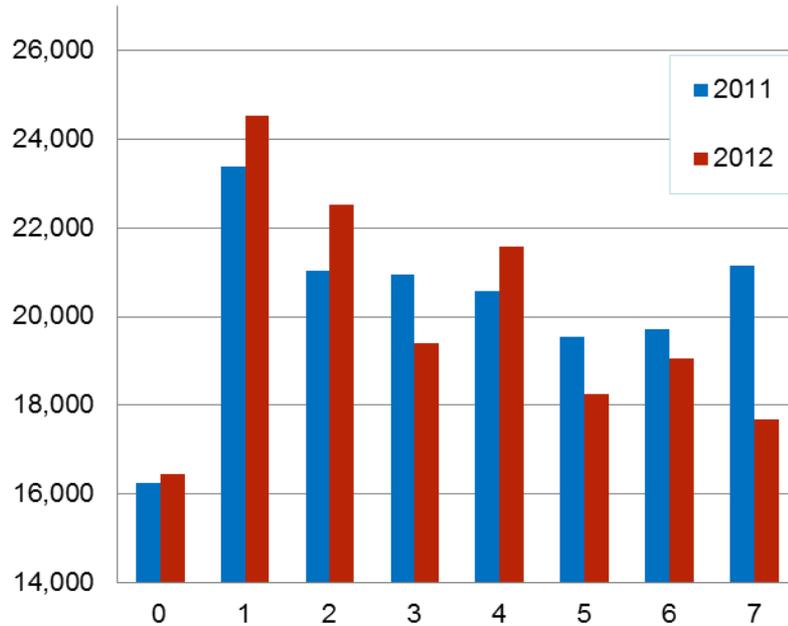
FFE Findings

- FFE program guarantees meals for students, encouraging attendance and relieving household burdens related to feeding children. (This may help mitigate future shocks to the household as well as enhance the coping capability of children.)
- Difficult to determine if attention span and drop out rates have improved due to FFE as data on either is not recorded.
- More girls are enrolling in FFE schools, because of presence of food.

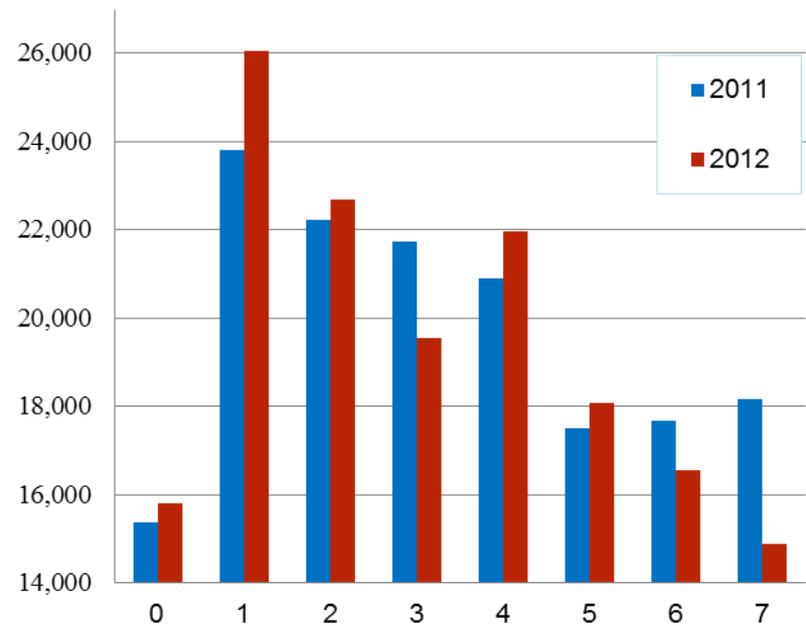


Girls and boys enrolled by Grade, 2011-2012

Girls Enrollment by Grade



Boys Enrollment by Grade





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FFE Cost effectiveness

- Improve quality of the data currently gathered and reported by schools needs for planning purposes.
- Training on food management can help schools ensure that food supplies last until the next delivery and that older food items are used before they expire.
- Work more closely with districts to ensure that proper stores are constructed in a timely manner. This is crucial to keep food from spoiling and being consumed by rodents.

FFE sustainability

- Discussions with district, ward, and village officials indicated that the temporary nature of this assistance was not clearly understood.
 - For future safety net planning, understanding at all levels: national, regional, district, and village, of the timeframe of support must be made clear.
 - Implementing partners should develop a handover strategy for safety net programs from the start to avoid leaving communities without any form of support.
- Some communities may have the capacity to manage a school feeding program, but they do not have the resources.
 - Even with financial support from the district, the food provided by WFP is costly. As a result, it will not be possible for communities to maintain the same level of nutritional value as the current FFE program.

FFE Sustainability Cont'd

- Community participation in the FFE program is not consistent. To keep the FFE program running, communities need to provide the basic support required.
 - Continuous awareness raising campaigns are needed to help families understand the benefits of education and the FFE program, especially in pastoralist communities, where families move during the dry season and education is often not prioritized.
- Observations from the Evaluation Team reveal that in areas where the community members are proactive, the program runs well.
 - Strong leadership is a critical component in maintaining the momentum built thus far from the FFE program.
 - Consideration should be given towards greater capacity building for district, ward, and village level leaders to be more involved and knowledgeable in the management of the program to foster both leadership and ownership.

Recommendations for FFE

- Reporting by schools needs to be strengthened for planning and management purposes.
 - When reviewing FFE records provided by schools, the Evaluation Team noticed mistakes such as totals not equal to the figures cited for boys and girls individually and total passed exceeding the number enrolled.
- More training on food management is needed to help schools properly utilize the food they receive.
 - The Evaluation Team noted that some schools have insufficient food to last until the next delivery and others are not utilizing food according to expiration date.

Recommendations Cont'd

- Stronger coordination and awareness is needed at the community level so that food stores and kitchens are built to avoid waste and possible environmental degradation.
- Key informants mentioned that more parents needed to understand the benefits of FFE so that they would allow children to attend school and help contribute to maintaining the program for their children.

Taking FFE further...

Inspired by FFE, the village leadership and school committee are making contributions to improve conditions at the Lubaga Primary School in Shinyanga.



Community provides water to promote better health





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Improving school facilities in Shinyanga and Singida



Constructing a new kitchen and store in Shinyanga



Cooking porridge on a wood saving stove in Singida

Food for Assets





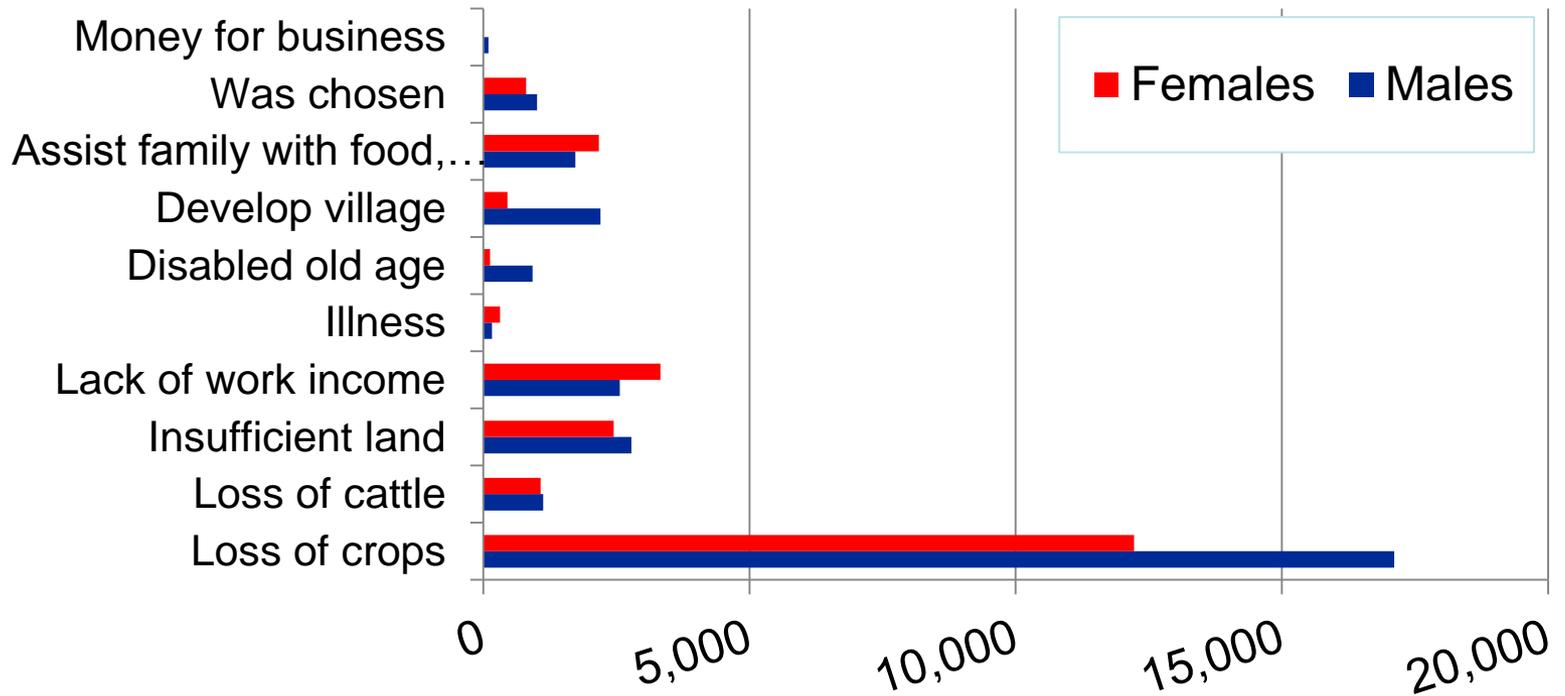
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Objectives of FFA

1. Expand current program to an additional 52,000 participants in eight regions,
2. Undertake community based food for asset creation activities in both agricultural and pastoral communities, and
3. Undertake comprehensive baseline studies on food security and nutrition.



Number of Participants by Gender and Reason for FFA Participation



FFA Findings

- Majority of FFA activities included the construction/rehabilitation of roads, charco dams (small catchment dams), and irrigation canals.
 - Roads constructed aim to improve movement to and from isolated villages as well as improve access to markets by facilitating the movement of goods.
 - Charco dams and irrigation canals built have increased access to water and more effective water management for many communities, enabling villagers to increase the production of their own food and provide drinking water for livestock.
- 86% of KIs state that the impact of the assets built through FFA are visible and have contributed to expanding food production and/or market access.
- FFA beneficiaries were evenly split as to whether FFA improved their access to markets and services.

Participant Reported FFA Program Benefits



FFA Cost effectiveness

- Current FFA activities are spread out geographically. One way to reduce costs and increase overall cost effectiveness is to cluster activities both geographically and programmatically.
- Closer monitoring of the program is needed by WFP to improve transparency. This will help to ensure the food is distributed to those who worked.

FFA Sustainability

- The current approach taken towards investing in a partnership with districts is the key to ensuring sustainability of the FFA program.
 - Districts contribute technical assistance and can build FFA projects into their budgets for future maintenance and possible expansion/improvement.
 - The Evaluation Team observed that the success of FFA depends largely on the level of involvement of the districts and this can be applicable for long term sustainability as well.
- In addition to focusing on the districts, trainings should also be provided to the villages on maintenance of the assets built to ensure that villages benefit beyond one season.
 - Maintenance on a smaller scale can be done by villages and should be done routinely to avoid large scale damage that will be costly to repair.

FFA Recommendations

- Activities should be clustered (geographically and programmatically) to improve cost effectiveness as well as overall benefits to vulnerable communities.
 - WFP stated that implementation and management of programs could be improved if integrated into other WFP programs, which would also potentially reduce costs.
- Strong partnerships with districts are critical to ensuring the sustainability of the FFA infrastructure projects completed through the provision of technical expertise, guidance, and maintenance.
 - The Evaluation Team found that projects had great success in terms of community involvement and completion where these partnerships are strong.

Recommendations Cont'd

- Smaller work projects using labor-based technology, along with an emphasis on districts and villages working together to implement community led projects is an appropriate approach to safety net programming.
 - The focus on smaller projects resulted in more transparency, clearer roles and tangible accomplishments, all of which were well understood by the communities.
 - KIs stated village empowerment as an additional benefit of the FFA program, with communities becoming more aware of what they can accomplish through cooperation.

Realizing the benefits of FFA

Rice field in Mwatigi Village, Shinyanga

Due to the construction of an irrigation canal, residents of Mwatigi have been able to grow rice for the first time in 9 years.





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Expansion of grape farm in Chalinze Village, Dodoma



Each participating villager works one acre and benefits from the harvest.

Cash for Work





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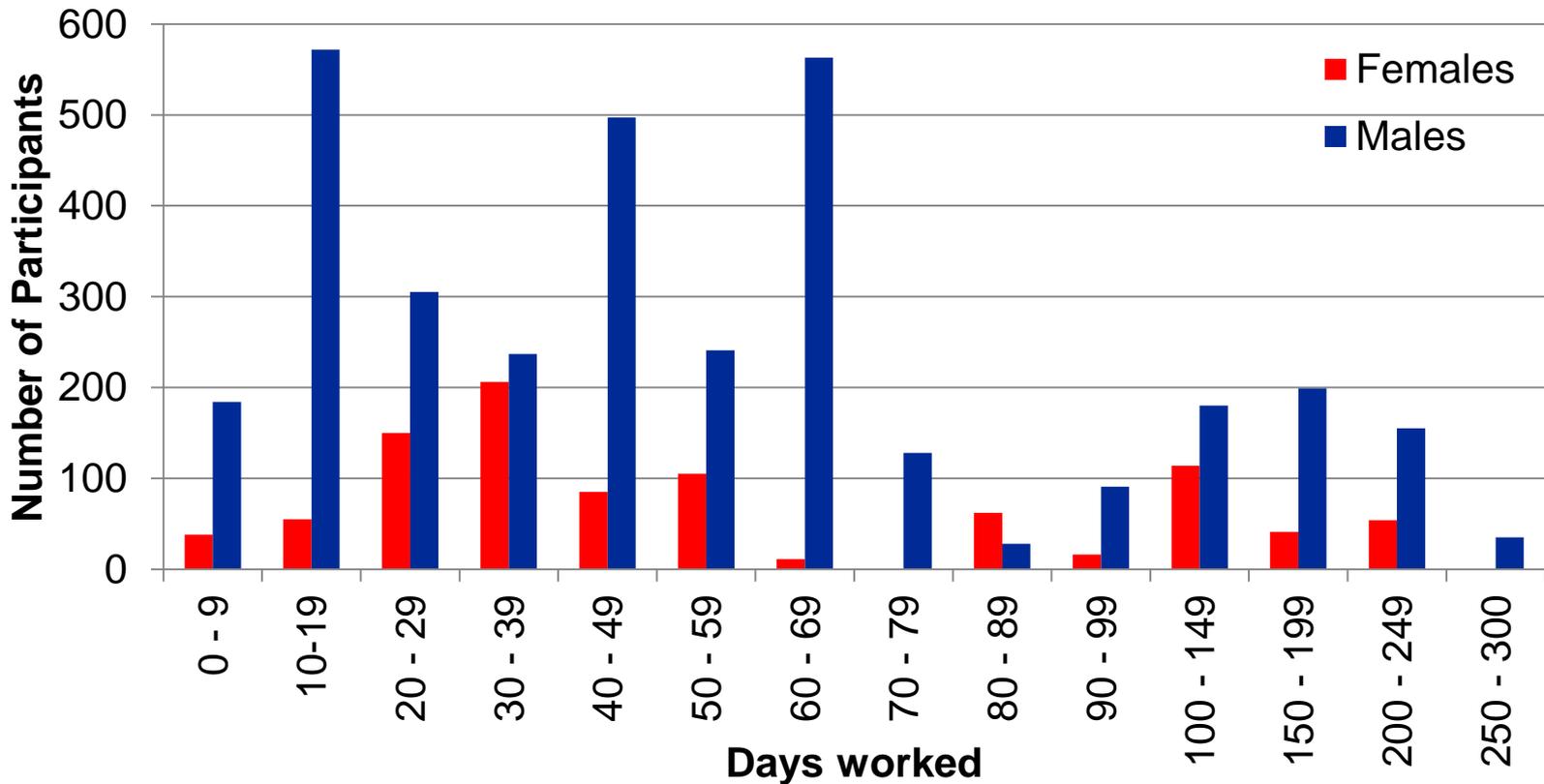
Objectives of C4W

1. Improve infrastructure,
2. Enhance conservation of biodiversity,
3. Increase accessibility, and
4. Attract investors and visitors.



C4W Work Duration by Gender and Age

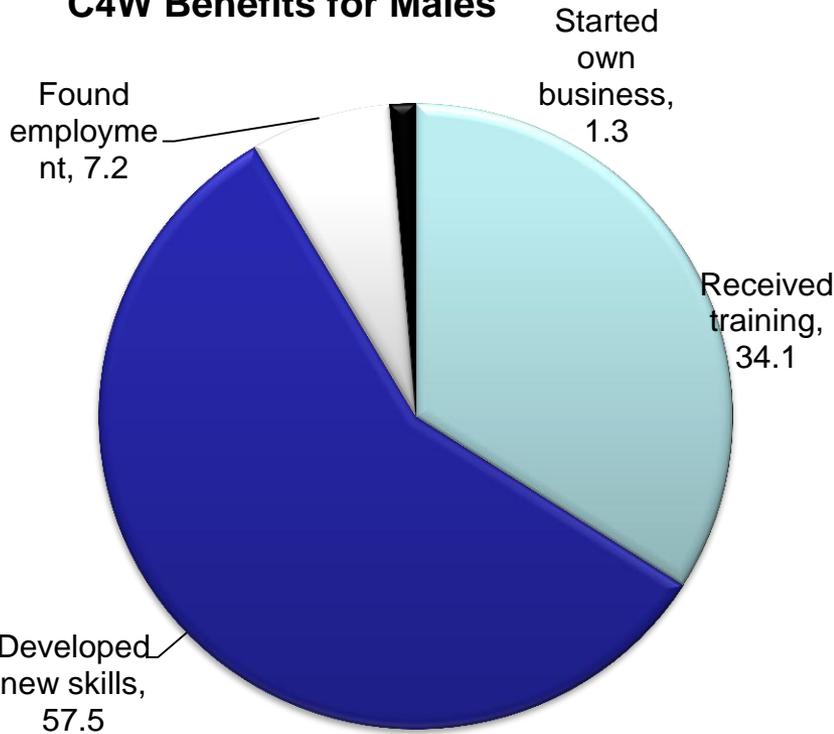
Days Worked by Gender



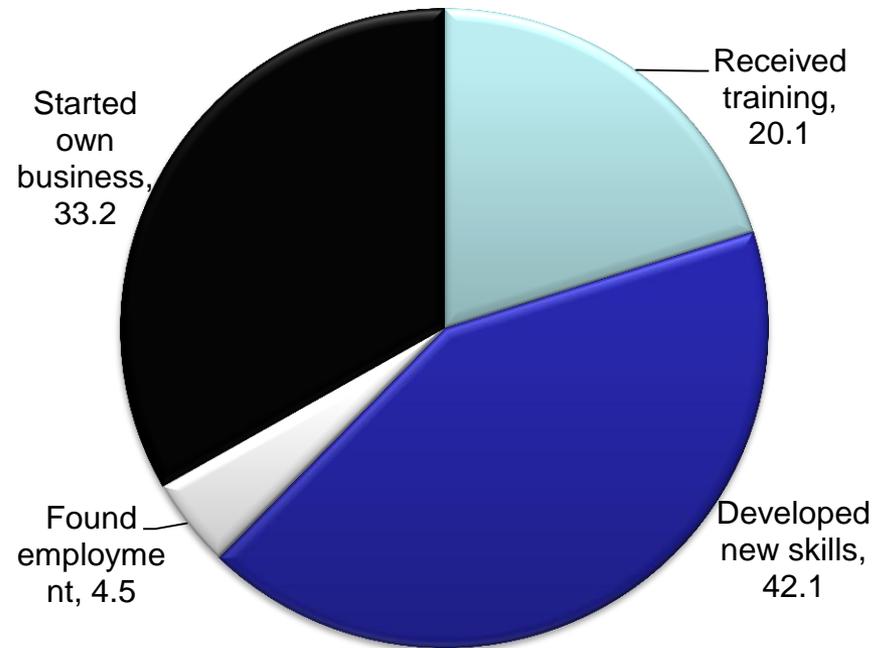


C4W Benefits for Males and Females

C4W Benefits for Males



C4W Benefits for Females





C4W Money Use by Gender

Use of C4W Money	Total	Male	Female
Buy food for family	31%	33%	26%
Buy non-food items for home	18%	18%	20%
Pay school fees for children	11%	9%	14%
Improve my house	9%	9%	9%
Buy inputs for agricultural production	7%	7%	7%
Savings	7%	8%	2%
Buy supplies for livestock	6%	6%	5%
Start a new business	4%	2%	7%
Buy supplies for existing business	3%	2%	6%

Unintended effects of C4W

- According to WWF, a total of 3,168 (551 women and 2,617 men) participated in Phase I of the C4W program
- As of June 30, 2012, participants of Phase II totaled 8,639 (1,841 women and 6,798 men).
- The breakdown of financial benefits of the C4W program at the end of Phase I include:
 - 500 million TZS in labor costs (benefitting participants)
 - 300 million TZS in construction materials (benefitting local suppliers).

C4W Cost effectiveness

- Run the C4W program as a series of small projects as opposed to a national program to enable the program to adapt to meet the needs of each WMA.
- Cost share with WMAs. WMAs have access to resources (income from tourism and local materials) and should be encouraged to contribute to assistance programs. In addition, contributions from the WMAs towards their own development could instill a greater sense of ownership, improving benefits in the long run and reducing dependency.
- Better selection/closer monitoring of contractors.

C4W Sustainability

- With income from tourism, it is possible for the five WMAs to sustain the achievements made through the FCI.
- Ownership of the infrastructure built through C4W is uncertain. Community members, including WMA leadership and village heads indicate that while they were consulted prior to the start of the program, they are not fully engaged during implementation.
- Additional training is required to ensure sustainability of assets created.
 - Business trainings (especially for visitor's centers, the natural resource facility and honey collection center).
 - Capacity building for the WMA leadership to help them better manage their resources.

C4W Recommendations

- Increase coverage of the program to increase benefits (including more villagers as well as villages in the WMAs and longer work periods).
- Ensure payments to participants are made in full and on time.
- More awareness raising and involvement of WMA and local leadership is needed to ensure clear information and expectations. Interviews at the community level revealed confusion about ownership and duration of the C4W program.
- Clear roles and responsibilities of all actors should be defined and re-iterated throughout program implementation to help mitigate potential management and coordination problems.
- Careful selection of contractors, bolstered by constant monitoring is important in future programs of this nature.
 - Contractors should use consistent and detailed accounting sheets for transparency and accountability.

Making the most of C4W

Saving to start own business -
Nyangaka Nanai, Ikona WMA



'I saw an opportunity and I took it.'
— Lwenge Ngwegwe, Ipole WMA





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New market in
Tungamalenga
Village,
Mbomipa WMA





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Cash Transfer



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Objectives of Cash Transfer

1. Examine the use of cash transfers to address chronic food insecurity and achieve nutritional objectives through improved feeding practices and consumption of nutritious foods,
2. Analyze the advantages of cash versus food-based mother and child health nutrition (MCHN) interventions, and
3. Explore the use of an e-money system to channel funds to beneficiaries.



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Cash Transfer Cost Effectiveness

- Cash transfers can eliminate the high logistical costs associated with food delivery.
 - Initial set up of a Cash Transfer component will require higher costs up front for:
 - awareness raising
 - verification of target beneficiaries
 - monitoring of markets, cash transfers, and use of cash by beneficiaries
 - final evaluation of the pilot led by the WFP Tanzania Country Office
- However, if the pilot is successful and scaled up, the administrative costs will be reduced.

Cash Transfer Sustainability

- Given the GoT's interest in carrying out a cash transfer program in service poor areas, it is possible the findings of this pilot will provide the GoT with the information it requires to continue support for this or a similar type of project.
- The nutritional trainings provided to Community Change Agents, Community Health Workers and the targeted beneficiaries have the potential to improve nutritional knowledge and promote improved feeding practices among beneficiaries.
- In the long term, the pilot can contribute to raising awareness and promoting behavioral practices that help address chronic food insecurity.



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Conclusions and Lessons Learned

Limitations of Performance Evaluation

- Poor quality and lack of detailed records for FCI components.
- Time and budget constraints due to the rainy season.
- Areas for further investigation. Due to limitations of the scope of the evaluation several issues that arose during the course of the data collection phase were not examined further by the Evaluation Team.
 - The discrepancy in food supplies found at various schools should be examined. A study should be undertaken to better understand how planning for food distribution takes place and identify the weaknesses and gaps in this process that need to be addressed.
 - The main issue raised from participants in the C4W program was on wages, both the low amount and the delays in pay. To get a better sense of how this process is taking place to inform future programming, further review should be done.

Limitations Cont'd

- In order to obtain a better understanding of the intended and unintended impacts of these programs, a study of changes in local markets of program sites before, during, and after implementation would be informative.
 - These markets may be affected by locally purchased food and supplies by the programs, as well as increased production by participants. GoT data sources, if available at village or even district level, may be useful in this regard. Some benefits of the programs may extend well beyond their completion, especially if they are continued at the local or national level.
- Further review of the Cash Transfer component would be informative. The Evaluation Team was not able to review this component in depth due to the pilot taking place around the same time the evaluation was being carried out.

Lessons Learned

- USAID FCI safety net components of FFE, FFA, and C4W are appropriate and have provided assistance to meet food shortages and loss of income resulting from the 2008 financial crisis. However, more careful selection of participants in target communities will increase benefits.
 - Though guidelines or processes for selection were provided by partners to local communities, in numerous cases these were not followed. In addition, the selection of outside participants, whether these are from neighboring villages or other regions needs to be kept at a minimum to ensure that the target communities benefit.

Lessons Learned Cont'd

- Institutional capacity building is provided in all three components; however, based on feedback from participants, key informants, and partner NGOs, more is needed.
 - For all three components, record keeping/reporting and awareness raising prior to the start of implementation,
 - FFE - food management prior to implementation,
 - FFA and C4W - infrastructure maintenance for FFA and C4W after construction is completed, and
 - C4W - business skills training, especially related to tourism, after construction is completed.

Lessons Learned Cont'd

- All FCI programs should maintain better records of participants, asset projects and capacity building for internal monitoring and control as well as program evaluation.
- All three components require more follow-up to take place, especially at the completion of a series of projects, to identify lessons learned to help with planning for the next phase.
- Success depends on strong leadership and capacity at the local level. Where possible, identifying key change agents to partner with can better ensure program success.
 - Implementing partners should also consider building their own technical abilities to enable them to transfer this knowledge to local partners.

Lessons Learned Cont'd

- And last, sustainability requires community involvement. All three components should increase efforts at awareness raising campaigns. For future programs, agreements with local partners (be it national, district, or village governments) on local contributions should be identified to cost share in terms of labor and resources, as well as improve the feeling of community ownership.



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