



# Evaluation of the Swiss Cooperation Programme Tanzania 2021-25

Specialist Service Evaluation and Controlling - SDC

## Annexes (volume 2)



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## Acronyms

|          |  |
|----------|--|
| CHF      | Swiss franc  |
| CSO      | Civil society organizations  |
| FDFA     | Federal Department of Foreign Affairs, Switzerland                                     |
| HOD      | Head of domain, Swiss Embassy  |
| MERV     | Monitoring system for development-relevant changes, SDC internal document              |
| NPO      | National programme officer   |
| OECD/DAC | Organization for Economic Cooperation and Development/Development Assistance Committee |
| SDC      | Swiss Agency for Development and Cooperation   |
| SECO     | State Secretariat for Economic Cooperation   |
| SMART    | Specific, measurable, achievable, relevant, and timebound                              |
| SPO      | Swiss portfolio outcomes   |

# 1 Evaluation design matrix

Table 1 lists the evaluation questions and details the judgement criteria, the data collection methods, the data sources, and the data analysis approaches per question. The table offers a concise overview of the scope of and approach to the evaluation. (Note. The table maintained the original formulation of the standard evaluation questions, i.e., not the somewhat shortened versions in the main report.)

Table 1 Evaluation design matrix

| Evaluation questions   | Judgement criteria/dimensions   | Data collection methods   | Data sources   | Data analysis methods  |
|--|---|---|--|--|
| <b>Relevance</b>   |   |   |  |  |
| <p>1. How well does the cooperation programme (strategic orientation, overall goal, domains of intervention and transversal themes, global challenges) reflect the development priorities set by the partner country/countries and the policies of the Federal Council Dispatch? (Q111)</p> <p>Which changes in the context were the most important (national and regional) and what effects may they have caused on the cooperation programme? Which adaptations have been taken? (Q112)</p> <p>To what extent is the context analysis realistic and relevant? To what extent is the broad political context taken into account in the cooperation programme and the annual reports? (Q121)</p> | <ul style="list-style-type: none"> <li>– OECD/DAC criteria relevance: alignment with the respective policies and priorities of Government of Tanzania, whereby policies reflect stated intentions, and priorities lived experience.</li> <li>– Changes in the development context, effects on the cooperation programme implementation, and recorded changes in the cooperation programme.</li> <li>– The pertinence and use of the Embassy’s context and political economy analysis for programme steering and adaptations.</li> </ul> | <ul style="list-style-type: none"> <li>– Document review</li> <li>– Key informant interviews</li> </ul> | <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>– Cooperation Programme</li> <li>– Tanzania Development Vision 2025</li> <li>– Other national development strategies</li> <li>– Switzerland’s International Cooperation Strategy 2021-24</li> <li>– Sub-Sahara Africa Guidelines</li> <li>– MERVs &amp; annual reports</li> <li>– Country and sector studies</li> </ul> <p><b>Key informants:</b></p> <ul style="list-style-type: none"> <li>– Government of Tanzania (central and line ministries)</li> <li>– Boundary partners</li> <li>– CSOs</li> <li>– Youth associations</li> <li>– Business associations</li> <li>– Development partners</li> <li>– Implementing agencies</li> <li>– Beneficiaries</li> <li>– Independent experts</li> <li>– Swiss Embassy</li> </ul> | <ul style="list-style-type: none"> <li>– Inductive and deductive analysis</li> </ul> |

|   |   |   |   |   |
|---|---|---|---|---|
| <p>2. To what extent is the cooperation programme project portfolio relevant, coherent, and appropriate for achieving the cooperation programme Swiss portfolio outcomes through its domains of intervention? (Q211)</p>  | <ul style="list-style-type: none"> <li>- Peer review of the theory of change-plausibility assessment</li> <li>- Assessment of link between the project and programme level: how does the program help individual projects and how do projects contribute to the programme.</li> </ul>   | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul> | <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>- Cooperation programme</li> <li>- Results framework</li> <li>- Projects' theories of change</li> </ul> <p><b>Key informants:</b></p> <ul style="list-style-type: none"> <li>- Same as above</li> </ul>   | <ul style="list-style-type: none"> <li>- Inductive and deductive analysis</li> </ul>                                  |
| <b>Coherence</b>  |   |   |   |   |
| <p>3. Which role does the Embassy play within the different Swiss agencies in charge of development cooperation and vis-à-vis the national government and the donor community (harmonization)? What is the added value due to Switzerland's support in the respective country? (Q311)</p>   | <ul style="list-style-type: none"> <li>- Outreach and coordination with other SDC divisions (Humanitarian Aid, Thematic Cooperation) and actors (SECO, Directorate of Political Affairs / Peace and Human Rights Division)</li> <li>- Development partner perceptions of the Embassy engagement in Tanzania and participation in the development partner groups.</li> </ul> | <ul style="list-style-type: none"> <li>- Key informants</li> </ul>                                      | <p><b>Key informants:</b></p> <ul style="list-style-type: none"> <li>- SDC Humanitarian Aid</li> <li>- SDC Thematic Cooperation</li> <li>- SECO</li> <li>- Directorate of Political Affairs / Peace and Human Rights Division)</li> <li>- Development partners</li> </ul>   | <ul style="list-style-type: none"> <li>- Inductive and deductive analysis</li> </ul>                                  |
| <b>Effectiveness</b>  |   |   |   |   |
| <p>4. Which contributions of the Swiss Cooperation portfolio became visible at the output and outcome level, particularly regarding the achievement of the development results in the partner country? Which internal and external factors enhance or hinder aid performance and results achievements? To what extent are the identified outcomes set in the Results Framework being achieved? (Q411)</p> | <ul style="list-style-type: none"> <li>- Swiss portfolio outcomes, results indicators, theory of change</li> <li>- Project-level theories of change</li> <li>- Unintended results</li> <li>- Replication and scaling-up of approaches</li> </ul>  | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul> | <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>- Annual reports</li> <li>- Updated results framework</li> <li>- Selected project-level program documents, theories of change, and annual reports</li> </ul> <p><b>Key informants:</b></p> <ul style="list-style-type: none"> <li>- Government of Tanzania (central and line ministries)</li> </ul> | <ul style="list-style-type: none"> <li>- Inductive and deductive analysis</li> <li>- Contribution analysis</li> </ul> |

|  |  |   |   |                                    |
|--|--|---|---|------------------------------------|
| Which innovations generated by field experience have been scaled up through policy dialogue, alliances, networking, and dissemination? (Q421)  |  |   | <ul style="list-style-type: none"> <li>– Boundary partners</li> <li>– CSOs</li> <li>– Youth associations</li> <li>– Business associations</li> <li>– Development partners</li> <li>– Implementing agencies</li> <li>– Beneficiaries</li> <li>– Independent experts</li> <li>– Embassy</li> </ul>  |                                    |
| 5. Where does Switzerland have comparative advantages and how does it make use of them? (Q213)   | <ul style="list-style-type: none"> <li>– To be gleaned from the contribution analysis in answering question 4.</li> </ul>                                | <ul style="list-style-type: none"> <li>– Document review</li> <li>– Key informant interviews</li> </ul> | Same as above   | – Inductive and deductive analysis |
| 6. Does SDC have the most adequate tools for reaching systemic impact? (Q214)  | <ul style="list-style-type: none"> <li>– Same as above</li> <li>– Broad interpretation of tools: include perspectives, concepts and mindsets.</li> </ul> | <ul style="list-style-type: none"> <li>– Document review</li> <li>– Key informant interviews</li> </ul> | Same as above   | – Inductive and deductive analysis |
| <b>Efficiency</b>  |  |   |   |                                    |
| 7. Are the Swiss portfolio outcomes an adequate way to structure the portfolio? How useful are they for management? How useful are they for communication in general, with partners and of results? (Q212)   | <ul style="list-style-type: none"> <li>– Utility and use of the Swiss portfolio outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>– Document review</li> <li>– Key informant interviews</li> </ul> | <b>Document review:</b> <ul style="list-style-type: none"> <li>– Results framework</li> <li>– Annual reports</li> <li>– Selected outcome monitoring summaries</li> </ul> <b>Key informants:</b> <ul style="list-style-type: none"> <li>– Embassy</li> <li>– Eastern and Southern Africa section</li> <li>– Development partners</li> <li>– Government partners</li> </ul> | – Inductive and deductive analysis |
| 8. To what extent is the process management of the cooperation programme monitoring system relevant and effective, in order to provide evidence-based data/information for accounting for results (reporting) and cooperation programme steering? (Q321) | <ul style="list-style-type: none"> <li>– Utility and use of the results framework, including SMART definition of indicators</li> </ul>                   | <ul style="list-style-type: none"> <li>– Document review</li> <li>– Key informant interviews</li> </ul> | Same as above   | – Inductive and deductive analysis |

|  |  |   |  |   |
|--|--|---|--|---|
|  | <ul style="list-style-type: none"> <li>- Mapping of the monitoring system and process</li> </ul>   |   |  |   |
| 9. How effective is the portfolio management of the Embassy? What are its contributions to an optimal achievement of results? (Q311) | <ul style="list-style-type: none"> <li>- Program steering, including: <ul style="list-style-type: none"> <li>- use of comparative cost-benefit analysis</li> <li>- use of results data</li> <li>- response to changes in context</li> <li>- inclusion of transversal themes,</li> <li>- steering on internal and external synergies</li> <li>- use of different cooperation instruments</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul> | <p><b>Document review:</b></p> <ul style="list-style-type: none"> <li>- Results framework</li> <li>- Annual reports</li> <li>- Selected outcome monitoring summaries</li> <li>- Internal control system reports</li> <li>- Office management reports</li> </ul> <p><b>Key informants:</b></p> <ul style="list-style-type: none"> <li>- Head of mission</li> <li>- Head of cooperation</li> <li>- Heads of domains</li> <li>- National program officers</li> <li>- Eastern and Southern Africa section</li> <li>- Implementing agencies</li> <li>- Boundary partners</li> </ul> | <ul style="list-style-type: none"> <li>- Inductive and deductive analysis</li> <li>- Follow-the-money analysis</li> </ul> |
| <b>Sustainability</b>  |  |   |  |   |
| 10. Which actions have been taken at country level to enhance the sustainability of the Swiss investments? (Q422)                    | <ul style="list-style-type: none"> <li>- Programme and project-level theories of change</li> <li>- Actual actions to enhance sustainability</li> </ul>   | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Same as under effectiveness</li> </ul>  | <ul style="list-style-type: none"> <li>- Inductive and deductive analysis</li> </ul>                                      |

## 2 Sampling strategy

The Swiss cooperation programme Tanzania 2021-25 encompassed 19 substantive projects. These included 5 projects phasing out, 13 current and ongoing projects, and 1 new project. The number of days available for the evaluation (overall and for the field mission) did not allow us to review all projects. We therefore drew a sample of projects that offered a fair and realistic picture of the overall portfolio (without necessarily being 'representative' in a statistical sense). Important was that the characteristics and experiences of the sample projects were roughly similar to those of the overall portfolio. This was to ensure that the evaluation findings were considered valid and credible by the Embassy and the Eastern and Southern Africa section - the primary intended users of the evaluation.

The project portfolio was too small to meaningfully draw a (stratified) random sample. We therefore purposefully selected 5 projects to zoom in on during the field mission. Purposeful sampling meant that a selection was made based on pre-defined and pertinent selection criteria. Based on the initial discussions with the Embassy and Eastern and Southern Africa section, we used the following selection criteria:

- **current projects** with a likelihood to be continued (in one way or the other) in the future,
- **weighted coverage** of all three Swiss portfolio outcomes (state institutions (2), civic space (1), youth employment (1)),
- minimum one project per **domain** (governance, health, employment),
- inclusion of **prospective** relevant intervention areas (sexual and reproductive health rights and private sector development),
- inclusion of **mandates and core contributions**,
- inclusion of **geographic focused and nation-wide projects**,
- **successful and more challenging** projects,
- **accessible** within a two-week field mission,
- include at least one **Zanzibar** based project.

Based on these criteria and an initial portfolio analysis, we selected the following projects for review during the field mission.

1. **Good Financial Governance** (SPO 1, Governance, contribution, regional, SECO link)
2. **Direct Funding for Better Health** (SPO 1, Health, contribution, national, one of the largest projects)
3. **Safeguard Young People** (SPO 2, Health, regional, SRHR)
4. **Innovations for Social Change** (SPO 3, Employment, national, PSD, SECO)
5. **Anti-corruption Support** (SPO 1, Governance, mandate, Zanzibar)

The Good Financial Governance and Safeguard Young People had partly overlapping regional coverage. The Anti-corruption Support project has been selected because it was based in Zanzibar. This allowed us to cover the **regions**: Dar es Salaam, Dodoma, Kigoma, and Zanzibar.

It was agreed upon that the evaluation would not assess the SDC's **small actions** in Tanzania. The latter fell outside the scope of the evaluation (in acknowledgement also of the short evaluation period).



### 3 Evaluation methods

This main data collection and analysis methods were:

#### Document review and evaluation report synthesis

The purpose of the document review was to:

- understand the design, scope, and intent of the cooperation programme,
- reconstruct the cooperation programme's theory of change per Swiss portfolio outcome,
- collect stories and data on the development effectiveness of the programme, and
- contextualize the Swiss results against the development context in Tanzania.

The document review encompassed:

- programme documentation: cooperation programme, results framework, annual reports,
- SDC documentation: MERV, internal control system, office management report,
- project documentation: credit proposals, annual reports, outcome monitoring summary,
- project-level evaluation reports, mid-term reviews, and self-evaluations,
- government policies and plans, e.g., Tanzania Development Vision 2025,
- third-party country and sector studies.

#### Key informant interviews

The purpose of the key informant interviews was to:

- discuss in-depth the main themes/questions of the evaluation,
- collect qualitative information on the development effectiveness of the programme, and
- collectively with the key informants reflect on and draw out the main lessons learned from the programme implementation.

Key informant groups in Tanzania were the Embassy, its boundary partners, government and sector representatives, development partners, beneficiaries, and independent experts, and in Switzerland the SDC headquarters, SECO, and the FDFA (see also Section 5).

We conducted semi-structured interviews. We started all interviews in an open, non-judgmental fashion and invite each interview partner to express their involvement, experiences, and views freely. This provided unbiased answers, tended to cover (roughly) 30% of the interview questions and provided insight into which other questions were likely to receive informative answers (often another 20 – 30% of the questions). Gradually, we then focused the interviews on the remaining relevant questions and on emerging themes.

#### Data analysis methods

The evaluation applied various data analysis techniques for answering the questions:

- **inductive analysis:** 'making sense' of the collected data during the data collection (for example the field mission) and identify 'emerging themes and patterns',
- **deductive analysis:** 'a structured analysis' of the collected data to specifically answer the evaluation questions,
- **contribution analysis:** a structured and qualitative inquiry to ascertain to what extent Switzerland 'contributed' to the observed results or whether other contextual factors were responsible, and,
- **triangulation:** findings and conclusions will rest on data stemming from different categories of key informants and/or documents, and consensus amongst the evaluators and SDC peers.

## 4 Documentation

### Swiss International Cooperation

- Federal Constitution of the Swiss Federation
- Bundesgesetz über die internationale Entwicklungszusammenarbeit und humanitäre Hilfe
- Switzerland's International Cooperation Strategy 2021-2024
- Regional Guidelines for Eastern Africa 2021-2024
- Meta-Analysis of Cooperation Programme Evaluation of the Swiss Agency for Development and Cooperation (2024)
- SDC Guidance on Results Indicators
- SECO. Global and Regional Projects 2023. Tanzania
- Cooperation Programme Nepal 2023-26. Results Framework
- Cooperation Programme Horn of Africa 2022-25. Results Framework

### Tanzania Cooperation Programme

- Swiss Cooperation Programme Tanzania 2021-25, including Results Framework
- Extension request
- Tanzania Annual Report 2023, including management response
- Internal Control System Report 2023
- Monitoring System for Development Changes. Tanzania. 2023
- Capitalization of Experiences from Thematic Domains to Swiss Portfolio Outcomes. Status and lessons learned
- SDC headquarters mission report. 3-8 December 2023
- Argument for Swiss International Cooperation in Tanzania. Internal memo
- Perception survey 2023
- SAP portfolio data

### Project Portfolio

- Good Financial Governance
  - Factsheet
  - Credit proposal
  - Operational Report 2023
  - External evaluation
- Direct Funding for Better Health
  - Factsheet
  - Credit proposal
  - Progress of DHFF Implementation 2023-24, PORALG
  - Independent verification of health service results supported by the health basket fund
  - Health profile report
- Safeguard Young People
  - Factsheet
  - Credit proposal
  - Activity progress report 2023
  - Selected web stories and publications
  - Regional annual report 2023

- Innovations for Social Change
  - Factsheet
  - Credit proposal
  - Operational report 2023
- Anti-corruption Support
  - Factsheet
  - Credit proposal
  - Operational report 2023

#### **Government of Tanzania**

- The Tanzania Development Vision 2025
- National Five-Year Development Plan 2021/22-2025/26

#### **Other**

- Bertelsmann Stiftung. Country Report. Tanzania. 2024.
- The Economist. Tanzania's opposition, once flat on its back, is now on its knees (18 April 2024)
- The Exchange. Tanzania 2023. Can political stability bolster economic growth, 2023
- World Bank. Tanzania Economic Update. Overcoming demographic challenges while embracing opportunities. 2024

## 5 Key informants (internal only)

## **Imprint**

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[www.eda.admin.ch/sdc](http://www.eda.admin.ch/sdc)

Pictures© SDC, (from left to right):

- The women in the Upendo group work as a collective, selling and renting out a range of products and running an event decoration business.
- Education on Sexual and Reproductive Health Rights (SRHR) has been integrated into the curriculum of many of Tanzania's FDCs.
- The fluctuating sales of flowers mean that the two women require alternate sources of revenue. They started gardening to earn supplemental income.

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