

Value for Money study in Tanzania- management response

| Recommendations | Accept/reject | Action already undertaken | Action to be taken | Target date |
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| <p>8.1 Effectiveness</p> <p>Improvements in effectiveness can come from increasing the duration and/or value of intended outcomes as well as finding ways to generate additional outcomes. The VFM analysis suggested that for any future smallholder farming projects, the duration and/or value of intended outcomes can be improved, as part of project design, through the following:</p> <ul style="list-style-type: none"> · Give due consideration for improving access to water e.g. irrigation facilities which in turn will mean higher project costs. Addressing this issue could extend the benefit period for post-project outcomes as water was frequently mentioned as a barrier to increasing cultivation. This issue arose despite the project seeking to work in locations where water was not perceived to be a problem. · Equip farmers with processing knowledge so as to balance out the low price for produce in high season · Train farmers in negotiating skills to improve their bargaining power with hotels and/or traders and ability to receive timely and fair payment for produce sold. · Link farmers to local markets and restaurants, which are more prevalent and accessible to | <p>Accept</p> | <p>Review of the project cycle framework has been taken and resulted in the people first framework, to embed learning and evidence based analysis during the whole cycle.</p> <p>Projects are now planned to be at least 3 years in length (depending on need) whereas the original CASH project was extended one year at a time. This allows for longer term planning and for longer term activities. This evaluation helped shape the design of a second phase of the CASH project, a discrete 3 year project capturing a lot of the findings from the study.</p> <p>On water, it is a new area for us, but we have approached the Ministry of Water in Tanzania on the possibility of bringing experts in water management to help develop systems and processes for water resource management. Learning from this could be adopted into the CASH project.</p> <p>Knowledge of processing is now a key</p> | <p>Learning to be shared with new livelihoods strategy.</p> <p>With regards to the microfinance recommendation, we will review the vfm of using formal revolving fund schemes compared to community based schemes as a new project activity.</p> | <p>30th September 2015</p> |

small scale farmers, than hotels

The VFM analysis suggested that **community-based** projects in Tanzania can generate additional outcomes and/or increase the value of intended outcomes through the following:

- Design projects with economic, environmental and social impact in mind and try to include activities to link change in one area (e.g. commercial mindset in fruit and vegetable farming) to another (e.g. cereal farming). This “multiplier effect” could potentially be more cost effective than running two separate projects.
- Reflect on the effort and costs needed to set up formal revolving fund schemes (e.g. WEDTF) relative to the community-based and run savings and loans scheme. Develop an understanding of under what circumstances the former is the preferred option from an effectiveness and efficiency perspective.

part of the second phase project, as we aim for local farmers to capture more of the added value for products.

On negotiation skills and links to local markets, we have recruited an industry links advisor on a volunteer basis to establish greater links between the farmers’ cooperatives and local businesses. In addition, we have linked the CASH project with a youth entrepreneurship programme, International Citizen Service, which is conducting training on negotiation skills and other important business related skills.

On project design, we are building the tools used for the evaluation into the second phase of CASH project’s project M and E. One of the key findings of the evaluation is that the community members felt social outcomes were more valuable than the income increases. This is something we want to continue to track in the next phase of the project.

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| <p>8.2 Co-production</p> <p>We recommend VSO Tanzania and the UK reflects on how partners and communities are portrayed in communications with donors including the possibility of consistently communicating the active role they play in achieving project outcomes.</p> <p>We recommend trying out the audit tool in other projects in Tanzania and/or in other locations. This will allow VSO to better assess partner selection and also sustainability of its interventions. It may be desirable for the audit tool to be included as part of PMLT.</p> | <p>Accept</p> | <p>Audit tool to be reviewed and incorporated into People first framework, annual monitoring, evaluation and financial audit processes.</p> <p>Communication materials for VSO Tanzania clearly state the full range of partners participating equally in all projects.</p> | <p>Globally we will ensure partners and communities are properly represented in communication materials.</p> | |
| <p>8.3 Equity</p> <p>The following recommendations are intended to increase the likelihood that VSO projects and programmes bring about desired equity changes. They have implications for in-country M&E resources (i.e. number of people) and budgets; as well as for the UK.</p> <p>We recommend the following:</p> <ul style="list-style-type: none"> · At the project design phase, confirm that all project equity criteria are relevant (e.g. referenced to secondary literature and also material/significant) · Have codified beneficiary selection procedures that align with equity characteristics · At the inception phase, collect baseline data on all equity characteristics and compare to secondary literature to ensure that the | <p>Accept</p> | <p>Review of the project cycle framework has been taken and resulted in the people first framework, to embed learning and evidence based analysis during the whole cycle. This includes reviewing and collecting relevant evidence in project design and inception phases.</p> <p>The beneficiary database created by the evaluation is now being used as our standard tool for projects to track equity criteria and to ensure we are reaching the groups we intend to.</p> <p>With regards to the younger women, we have integrated a youth component into the project particularly focusing on</p> | <p>For disabled farmers, we will continue to work with UWZ a disabled people’s organization, and share learning from the other cooperatives on how to improve the economic outcomes for disabled farmers groups.</p> | <p>30th September 2015</p> |

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| <p>appropriate individuals are participating</p> <p>With respect to the on-going CASH project (i.e. the new EC funding), we would suggest reflecting on project design so as to enable increased participation of younger women and also improve the economic outcomes for disabled farming groups.</p> | | <p>young people coaching other young people in business relevant skills.</p> | | |
| <p>Finally, to improve brand visibility in-country, projects need to have a communications budget that either is requested from the donor or is part of an unrestricted allocation.</p> | Reject | <p>Not value for money related</p> | | |
| <p>8.4 Efficiency</p> <p>We recommend the CASH project team explores the cost structure of delivering training and schemes like WEDTF to see how efficiency can be improved over time.</p> | accept | <p>Finance and procurement policy already in place. Finance team to ensure checks and balances reviewed regularly</p> | <p>As above, this review will be built into CASH phase 2 activities</p> | <p>30th September 2015</p> |
| <p>8.5 Economy</p> <p>The economy of VSO Tanzania projects can be improved through:</p> <ul style="list-style-type: none"> · More detailed project budgets which use average retail prices; · In-country financial policies that specify payment ranges for facilitators, transport for beneficiaries and additional payments to volunteers; and · A periodic unit cost assessment of a common basket of goods and services across a range of projects could be undertaken as part of internal audit and/or by | reject | <p>PTC already detailed enough. Cost effectiveness is promoted through annual budgeting process</p> | <p>Finance to review finance policies at regular intervals. Work closely with internal audit manager.</p> | |

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| the Finance Manager. | | | | |
| <p>8.6 Other</p> <p>Actions that will help VSO conduct any future value-for-money analysis more effectively in Tanzania and/or other locations include:</p> <ul style="list-style-type: none"> · Establishing systems to record: <ul style="list-style-type: none"> o Non-financial contributions of community, local volunteers and partners o Financial contributions of partners to the project not covered by VSO o Opportunity cost of VSO volunteer time (e.g. salary in home country) o Baseline data collected on expected outcomes · Ensuring there is dedicated support in-country to undertake data collection and the individuals responsible receive direct training so there is an appreciation for the information being sought and concepts involved; and · Ensuring there is time and resources available for independent in-country review of data entry on a sample basis. | Partly accept | <p>Value for money country mapping undertaken</p> <p>The M and E team in VSO Tanzania has expanded to be one full time monitoring, evaluation and learning manager and a full time monitoring and evaluation officer. This is a dedicated and trained team for collecting data and analysis than we had before.</p> | <p>Exploration of other VfM studies based on ToC and flagship framework development</p> | |