

CREATING LINKAGES BETWEEN RESEARCH, ADVOCACY AND MEDIA

Pro-Poor Policy Development and Accountability

Convening Report – Dar es Salaam Tanzania, 20 June 2011



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1. Background

In October 2010 the Bill and Melinda Gates Foundation (Gates Foundation) and the Southern Africa Trust convened a colloquium with participants from research, media and advocacy groups in order



to explore and strengthen the relationships and linkages between them in doing pro-poor policy advocacy work. The convening of the Dar es Salaam colloquium in October 2010 was based on the assumption that there are weak relationships and linkages between research, advocacy and media which undermine the effectiveness of pro-poor policy advocacy work of civil society. The outcome of the colloquium was that similar dialogues between research,

advocacy and media be held at national level and the relationships and linkages between research, advocacy and media is necessary for the work of each to be effective.

The Southern Africa Trust together with the Foundation for Civil Society convened the first national meeting for the United Republic of Tanzania (URT) on creating linkages between media, research and advocacy in Dar es Salaam on 20 June 2011. The aim of the meeting was to bring together participants from various sectors: research, media, and advocacy to discuss the implementation of the project on strengthening linkages between these constituencies in doing pro-poor policy advocacy work in the URT. The project takes forward the recommendation of the Dar es Salaam colloquium to convene research, advocacy and media at national level. The meeting was facilitated by John Ulanga, Chief Executive Officer of the Foundation for Civil Society.



2. Introduction

Neville Gabriel, who is the Executive Director of the Southern Africa Trust, introduced the overall framework of the project whose aim is to strengthen civic formations to create real pro-poor policy change. He referred to the current donor practice of building capacity of selected individual civil society organizations to achieve this that often results in organizations doing policy advocacy work in competition with each other and sometimes even undermining each other. What has also been evident is that different advocacy groups, research groups, media groups working on the same issue give out different messages and in some cases even relay contradictory messages. In addition, they sometimes do not join up their advocacy messages in the right moment to create a desired change resulting in a dilution of the message and ineffectiveness in really creating the outcome and effective implementation. Clearly, if a group of organizations are put together with different sets of capacities and resources, a broad set of capabilities can be drawn that can yield much better results and change that has potential to last longer.

In many parts of the African continent, it is clear that the environment is changing and that in many ways African societies are reinventing themselves. In the same way, the civil society sector needs to reinvent itself to be able to respond to changing and even new opportunities. These include changes in the way finances flow to non state sectors, changes in the professionalism of the non state sector as well as changes in the types of organizations that are emerging. Part of this response is to create stronger relationships between the civil society formations.



Against this background and with these things in mind, the Trust and the Bill & Melinda Gates Foundation started a discussion about the need to develop stronger linkages particularly between media groups, research institutions and advocacy campaign groups. It was felt that this is important because these groups have a lot to offer each other for greater impact. Currently the groups seldom cooperate with each other or talk to each other. When they do talk to each other, they often see

each other as target groups rather than as cooperating partners in a broader understanding of civil society.

Neville explained that the Bill & Melinda Gates Foundation is mindful that their grant portfolio linkages did not exist between media, research and advocacy. The Gates Foundation supports research through the Think Tank Initiative (TTI), have a portfolio of work on media separate to this and also general support to the MDG campaign through the Global Coalition Against Poverty (GCAP) but there is no link between these three portfolios of work. Similarly, the Trust has a portfolio of work and firmly believes that linkages between the three groups, media, research and advocacy, can help achieve better policy results. There is therefore a shared interest between the Gates Foundation and the Trust, as well as in Tanzania particularly with the Foundation for Civil Society.

The issue of developing these linkages was discussed at a meeting in October 2010 with a broad range of organizations from more than six countries. The broad outcome of the discussion was that there was a need for a multi-year initiative to develop these linkages. Another outcome of the discussion was that this should be not only at a regional level but also at a country level. Subsequent to this meeting, a grant was agreed to take forward this work in six countries.

One of the first things that the Trust did was to undertake a scoping study and a baseline survey. Thereafter, a regional meeting of key organizations was convened and a series of national meetings in each of the six focus countries including the one being held in Tanzania in this series of discussions. The aim of the national meeting is to set the direction the initiative should take as well as to identify who should be involved. Further, the meeting would also aim to narrow the focus on specific issues and the relationships required to do this.

This initiative can demonstrate to donors that civil society organizations in Africa can take on the type of advocacy action that is able to hold governments to account. This can however only be achieved if the relationships between the different types of groups can be strengthen and essentially if we reinvent the civic sphere. Neville explained that the initiative includes convenings and discussions, some level of small grantmaking to different types of organizations and includes practical action and campaign work.

To manage the project effectively, there will be in each country a lead organization, for administrative purposes, to facilitate some of the convenings of the big group, link up with other countries with similar processes happening and to take responsibility for coordinating of the project activities including taking financial responsibility. The lead organization would also participate at a regional level in a six-country regional steering group that will oversee the project with the Southern Africa Trust over the three years. It was stressed that the design of the project is intended to allow specific project activities to achieve project objectives are agreed at country level by country project partners.

3. Presentation of the Project Overview

Lusungu Kanchenche, who is the Programmes Operations Manager of the Southern Africa Trust presented the project overview starting with the project description which is to create opportunities and platforms that build innovative, scaled-up, more coherent and value-adding working relationships between different types of critical state and non-state actors including researchers, civil society advocacy groups, platforms of affected people, media and policy makers. The purpose of the project is to create, and strengthen cooperation and linkages between research, advocacy, and media partners for more effective policy advocacy in six focus countries. These countries are Uganda, Kenya, Tanzania, Malawi, Ghana and South Africa. The key project players are reflected Figure 1 below.

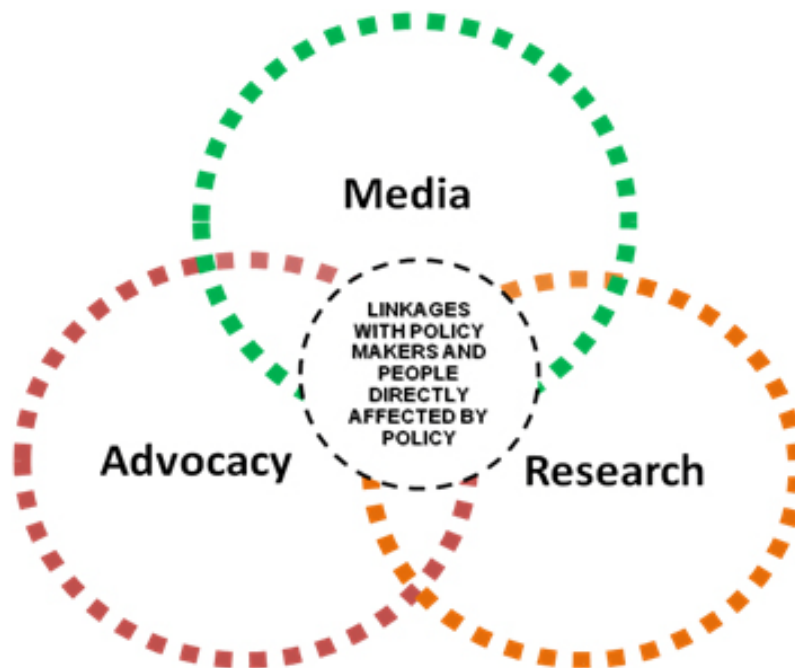


Figure 1

The proposed thematic focus areas:

- agricultural productivity for household-level food security;
- resource mobilization and better allocation and distribution of resources (optimizing financing for development), with a specific focus on new national resource streams such as oil revenues;
- delivery of basic and social services; and/or
- inclusive and participatory governance in relation to development policymaking processes and development strategies.

Lusungu also explained in detail project objectives, expected outcomes and strategies for implementation. The project strategies are;

- Developing policy-relevant thematic and policy development process knowledge amongst the civil society target groups, as well as “learning by doing” policy advocacy practice development;
- Creating new linkages and alliances between different types of civil society formations that are active in policy advocacy work at national and regional levels;
- Creating new platforms for policy advocacy dialogue between the civil society formations through convenings at national and regional levels;
- Creating new platforms specifically of people directly affected by the policy issue being advocated on, at national and regional levels, and linking them to the broader platforms of conventional civil society policy advocacy formations;
- Brokering precedent-setting opportunities for actual policy advocacy engagement between civil society policy advocacy groups and policy makers at national and regional levels;

- Supporting the formal inclusion of credible pro-poor voice for policy advocacy partners in formal policy development processes and supporting the participation of policy advocacy partners in such forums;
- Tracking the inclusion of pro-poor civil society policy recommendations in policy implementation and outcomes;
- Institutionalising practices of inclusion of civil society voice in official policy development processes and platforms for civil society policy advocacy coordination at national and regional levels;
- Creating new opportunities in mass media platforms for pro-poor civil society advocacy voices to be heard and seen in the public sphere so to create a sustained public advocacy agenda on the issue

Lusungu also discussed the Southern Africa Trust's role in the project, which is to link groups of people affected such as smallholder farmers with policymakers. The Trust will also work together with participating groups to open up space in media and to identify a national lead organization for the project in each of the focus countries. Participants also stressed that gender issues must be integrated in the discussion of agricultural issues.

4. Presentation of the Findings of the Scoping Study and Baseline Survey

Ashley Green-Thompson, Grants Manager of the Southern Africa Trust, presented the findings of the scoping study and baseline survey. The findings indicate that although there is an increase in the numbers of civil society formations advocating for pro-poor policy change, there is a need for collaboration to increase the impact. In addition, there is a demand for more media coverage of pro-poor advocacy issues. The findings also indicate that civil society coalitions are strengthening their own advocacy capacities, developing and enhancing their technical knowledge. In order to build linkages among the three constituencies, there needs to be a good understanding of relationship building and the value it could bring to coalitions. The findings mention several constraints facing civil society coalitions including the operating environment that is characterized by competition instead of collaboration, lack of technical knowledge and weak financial management.



Other challenges confronting civil society advocacy are adversarial relationships with government which is characterized by suspicion and lack of trust, poor media coverage of pro-poor issues, and mindset of stakeholders to collaboration. The three different constituents (media, research and advocacy) also face the challenge of addressing multiple demands simultaneously and therefore it becomes increasingly difficult to sustain momentum and focus. In addition, many groups are working in silos instead of collaborating with a common focus. What seems to be a common thread throughout the countries is a lack of resources and technical staff.

Specific observations for Tanzania by the scoping study and baseline survey consultancy team were:

- Tanzania's economic prospects have been boosted by prospective new mineral resources, and there is a continued trend towards a more open and democratic system.
- Tanzania has a strong sense of national unity, with a unifying common language (Swahili).
- The enabling environment for civil society organizations is reasonable healthy.
- There is openness among advocacy, research and media organizations to greater collaboration.
- Government is seen to be moderately receptive to policy advocacy, but there are still some tendencies to view civil society with some suspicion or as an opposition force.
- Poverty itself poses a constraint to policy advocacy as many people are focused on the battle for daily survival.
- Resources for civil society development and advocacy work are scarce, resulting in increased competition among civil society organizations for funding.

During the discussion it was observed that media executives have decisive influences on the topics/issues that are covered by media outlets. Thus engaging with media needs to be done from the inception of the project. Participants noted that there is fragmentation between the three sectors, for example, the issues that are covered by media do not promote change. Moreover, development issues should be targeted and focused rather than taking a general approach. Participants also raised the issue of diversity. They indicated that more civil society organizations want to participate in this initiative and therefore the issue is: can they take more organizations into the project and will this make it sustainable? And what opportunities are there for more funding? Regarding the issue of funding, it was explained that there is a need to increase African sources to support the work of civil society organisations. The initiative needs also to be sustainable in order for the program to survive.

The issue of a lack of trust and credibility with civil society organisations was also highlighted. The question thus raised is how will this initiative influence donor perception and support? Will the stronger organizations be supported at the expense of the upcoming organizations? Therefore we have to send messages to donors that we have linkages between strengthened organizations.

5. Project Implementation Arrangements

Lusungu presented the project implementation arrangements including identification of the national lead organization to coordinate the implementation in Tanzania. She listed several steps/activities that were to be undertaken by the project team including the scoping study and baseline survey that has just been completed. The key steps/activities are:

- Assess the context in each of the target countries to understand current initiatives (including specific policy advocacy themes being worked on by civil society formations), map relationships, identify gaps and opportunities for policy advocacy successes, assess competencies and deficits (assets and needs), identify national lead partners, revise the project design, develop a monitoring and evaluation framework and document the baseline scenario.
- Convene regional thematic-focused platforms of existing partners for mutual information sharing, linking and learning, and improved coordination of efforts.
- Convene a regional platform of national lead partners that will continue for the duration of the project as a standing platform for further project design and implementation plan development.
- Work with national lead partners to convene all national partners to develop learning from current practice and identify policy-relevant advocacy issues for collaborative work.
- Develop additional evidence-based research for further knowledge development on specific policy issues, based on direct engagement with people directly affected by the issue, if significant knowledge gaps in the existing work of partners are identified.
- Establish and populate a standing communications platform for the initiative.
- Establish platforms of people directly affected by the advocacy initiatives being worked on.
- Establish media partnerships with mass media houses for mainstream media coverage.
- Undertake ongoing collaborative policy advocacy initiatives in targeted national (and, where possible, regional) contexts.

Lusungu explained the process of identifying the national lead organisations for the respective countries and the key considerations to be taken into account in nominating such organisations such as:

- Administrative Capacity
- National Standing
- Convening Ability
- Ability to Participate at Regional Level
- Deep Understanding of the Project
- Demonstrable Interest in the Project

Participants mentioned the inability to factor in issues of collaboration with regard to research findings. The project design has to be comprehensive and illustrative on how different groups can collaborate. Participants also warned of potential favoritism amongst civil society organizations which may lead to corruption. With regard to the issue of capacity, participants recommended that it might be useful



for civil society groups to find ways to compensate for each other's weaknesses by partnering or collaborating on common objectives. The think tank initiative for research institutions is a very good example of collaboration and partnership building. Thus the project will focus on strengthening participating organisations and help them to strengthen linkages.

6. Break Away Discussions

Participants had the opportunity to engage in break away sessions. There were three groups: group 1 focused on the role of media, group 2 focused on building and strengthening engagement between media and advocacy, and group 3 focused on research.

6.1. Break Away Group 1: role of media

This group suggested that to make engagement with media more effective, organizations need to engage and sensitize media at the highest level: editors, publishers and owners of media houses. The experiences highlighted are that usually junior staff is assigned to cover a development issue and they lack knowledge and influence on issues to be covered. Junior reporters fail to understand critical issues and therefore the issues are not adequately reported. Further, group 1 suggested that the media component should be budgeted for in the project and should be projected in the project budget cycle. Journalists should be trained to enhance their capacity of understanding critical issues in pro-poor development. Moreover, journalists need to create their own networks amongst themselves and also link with advocacy and research networks. They can also create a database of experts in research and advocacy for specific issues. It was also suggested that other media outlets need to be identified outside the mainstream and traditional media, such as musicians, artists and community media as well as non-traditional media. Group 1 believes non-traditional media has a lot of influence including community media. Swahili and English are the most common languages used in traditional media communication. Therefore, using non-traditional media will cover issues in other home languages. Group 1 also discussed whether journalists should be given specialized training or just general subjects; for example, the Tanzania Media Fund which provides training for journalists on Agriculture and Development news. The question is will this be successful and how will this be different and add value to the project? Thus, what will make the initiative different from other projects?



6.2. Break Away Group 2 - building and strengthening engagement between media and advocacy



Group 2 suggested that it is important to build and strengthen relationships between media and advocacy by involving media personnel at the highest level and establishing relationships with editors and owners of media houses. Participants suggested that it would be essential to build the analytical capacity of civil society advocacy organisations in

order for them to be able to interpret and package research results.

Group 2 also proposed that media through journalists should be involved in the design of the project from inception in order to guide the communication aspect of the research throughout the implementation period. The group discussed the prospects of engaging all media including non-traditional media and the community media such churches, schools and local leaders.

6.3. Break Away Group 3: Research

Group 3 proposed that existing research institutions and organisations be identified for inclusion in the collaborative activities of the project. They can serve as knowledge brokers for instance research councils. There is still a gap between the usage and production of research and the project can work to narrow such a gap. Incentive structures for researchers should encourage them to move away from just focusing on their academic research but also to emphasize demand driven research for pro poor change. Just as journalists should be trained in interpreting results, researchers have to be trained in disseminating research results. Researchers also need to market their results themselves including through collaborative activities with advocacy and media. The National Research Agenda (NRA) in Tanzania was mentioned especially with regard to the input of stakeholders in setting the research agenda. Participants felt that if the stakeholders are not fully involved in setting the research agenda the process of implementation including communicating the research results may not be transparent. Furthermore, because of resource limitation, research priorities must be decided by all stakeholders. The fear is that the NRA has already established these priorities and only the interests of powerful groups are taken into account.

7. Way Forward

Participants confirmed that the Foundation for Civil Society would be the national lead organization to coordinate the implementation of the project in Tanzania.

The Trust will circulate the terms of reference for national lead organisations to guide them in submitting proposals for funding in order to coordinate the implementation of the project at national level.

The Trust reported that there will be a regional meeting on agriculture productivity and food security in South Africa and participants dealing with such issues will be invited to attend.

It was agreed that the Trust will circulate the record of the meeting including the full report of the scoping study and baseline survey.

Annex 1: List of Participants

	Name	Organization	Sector	Email
1	Silas Olan'g	Revenue Watch	Advocacy	solang@revenuewatch.org
2	Gladness Munuo	Gender and Media Southern Africa Tanzania	Media	fmunuo@yahoo.com
3	Nuru Ngailo	Policy Forum	Advocacy	pa2@policyforum.or.tz
4	Joe Mzinga	The Eastern and Southern Africa Small Scale Farmers Forum (ESAFF)	Advocacy	coordinator@esaff.org
5	Mussa Billegeya	TANGO	Advocacy	m.billegeya@tango.or.tz
6	Bitrina Diyamett	African Technology Policy Studies	Research	btrind@yahoo.com
7	Fred Okumu	The Express Newspaper	Media	bimoskapek@gmail.com
8	Romuard Bernard	Amka Kazinga	Advocacy	amka_kazinga@yahoo.com
9	Senorine Libena	ESAF	Advocacy	senorine@gmail.com
10	Sikwese Austin	New Habari	Media	sikweseaustin@yahoo.com
11	Joachim Buwembo	International Centre for Journalists	Media	buwembo@gmail.com
12	Yazid Makame Ame	National Network of Farmers Groups in Tanzania (MVIWATA)	Advocacy	yama_1@yahoo.com
13	George Ngolo	Lawyers Environmental Action Team	Advocacy	ngolojunoor@yahoo.com
14	John Mirendy	Media Council of Tanzania	Media	media@mct.or.tz
15	Godfrey Eliseus	Land Rights Research and Resource Institute (HAKIARDHI/LARRRI)	Research	info@hakiardi.org
16	John Ulanga	The Foundation for Civil Society	Advocacy	julanga@theFoudation-tz.org
17	David Bateganya	Southern Africa Human Rights NGO Network	Advocacy	bdavidie@yahoo.com
18	Issa Isihakia	Development Association For Tanzania (DATA)	Advocacy	isihaka@gawab.com
19	Wence Lugiko		Media	Sengerema7@hotmail.com
20	Issa Mohamedi	USDM	Advocacy	issamohamedia@yahoo.com
21	Delphina Dominic	Media Institute of Southern Africa - Tanzania Chapter (MISA)	Media	
22	Neville Gabriel	Southern Africa Trust	Advocacy	ngabriel@southernafricatrust.org
23	Lusungu Kanchenche	Southern Africa Trust	Advocacy	lkanchenche@southernafricatrust.org
24	Thembinkosi Mhlongo	Southern Africa Trust	Advocacy	tmhlongo@southernafricatrust.org

24	Thapelo Sekoma	Southern Africa Trust	Advocacy	tsekoma@southernaficatrust.org
25	Ashley Green-Thompson	Southern Africa Trust	Advocacy	agreen-thompson@southernaficatrust.org
26	Cindy Snyders	Southern Africa Trust	Advocacy	csnyders@southernaficatrust.org

Annex 2: Event Evaluation

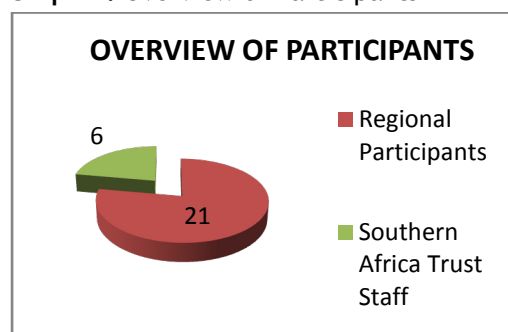
Evaluation report for the Tanzania National Convening on linkages between Research, Advocacy and Media Work for Pro-Poor Policy Development and Accountability

The Trust hosted a convening with the Foundation for Civil Society as a partner in Tanzania. The objectives of the convening were as follows:

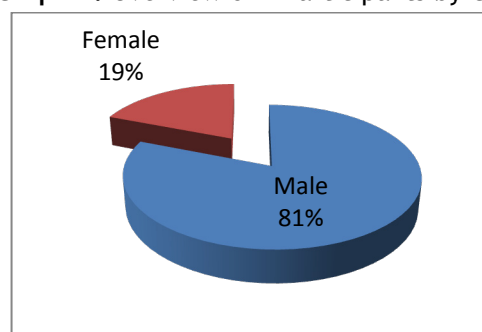
- To discuss the project implementation and strategies
- To discuss the findings and the recommendations of the recently completed scoping study and baseline survey
- To discuss project implementation arrangements including country and thematic coordination
- Inform the implementation of the overall project for sustainability purposes

The convening was attended by 27 members including 6 members from the Trust (Graph 1). Of this, 81% or 17 were men and 4 or 19% were women (Graph 2).

Graph 1: Overview of Participants



Graph 2: Overview of Participants by Gender



The participants were asked to complete evaluation forms that covered questions that asked them to rate the achievements of the objectives for the convening as well as the content, process facilitation, learning, approach, venue and planning.

The results are from the evaluation forms completed by participants and are presented in graphs with comments captured directly from their response.

The evaluation was in two sections. Section A (which participants were asked to rate the logistics, planning, facilitation process and whether they have learned anything new) and Section B (which participants were rating achievement of objectives of the convening).

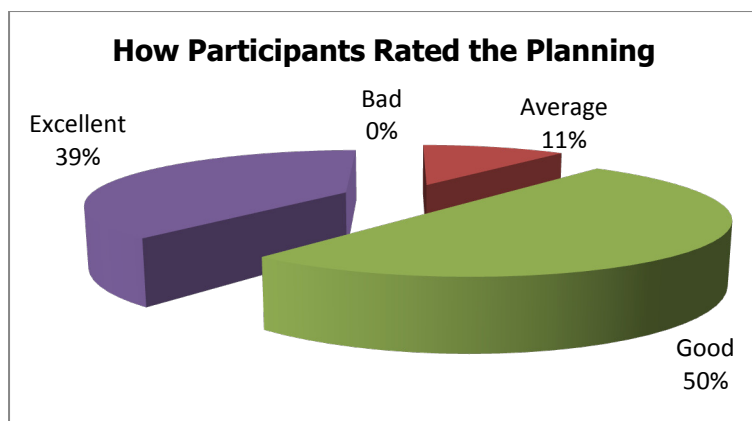
SECTION A:

A four level scale rating was used as follows:

"Bad"	"Average"	"Good"	"Excellent"
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On planning done for the convening from their experience as participants, 50% said it was good, 39% said excellent, and 11% said average. None said bad (see Graph 3 below).

Graph 3

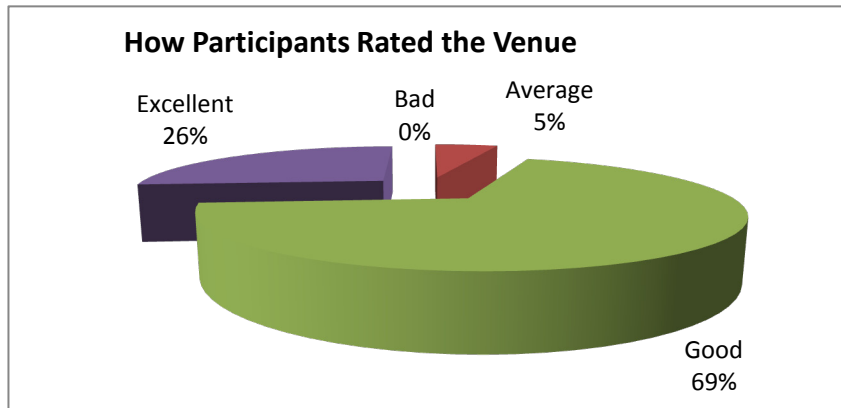


PARTICIPANTS COMMENTS

- Information about the event was received well in advance
- Planning was good
- The event started too late
- Invitations were sent out in time
- Materials and presentations were well presented
- Invitation process was well arranged
- Materials were placed on tables
- Efficient time management
- Good use of ICT in presentations
- Discussions were productive
- One day allocated for event is too short
- Good inclusion of representative institutions
- Good communication, content packs and facilitation

On the facilities and venue, 69% said good and 26% said excellent, 5% said average. None rated bad. (See Graph 4 below).

Graph 4

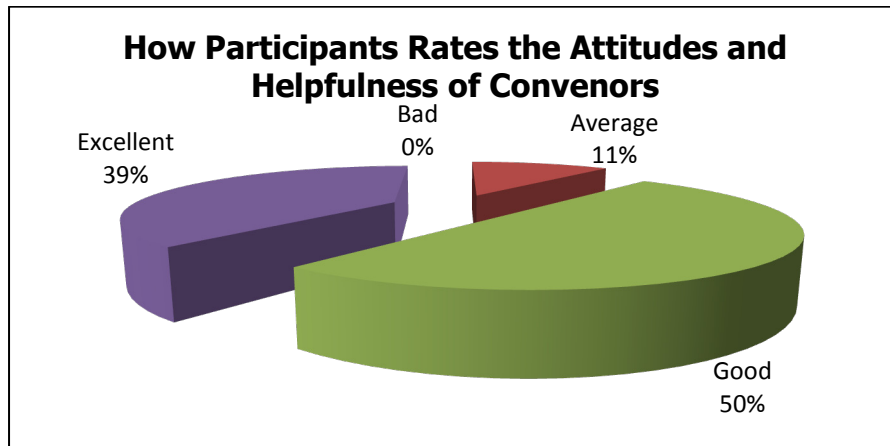


PARTICIPANTS COMMENTS

- Venue is affordable
- Easy reachable by public transport
- Good seating arrangement
- It was central enough
- Venue has all necessary equipment
- Food provided was good and of highest standard
- Very spacious and good arrangement
- Sound system was not the best

Regarding the attitudes, availability and helpfulness of the conveners, 50% rated good, 39% rated excellent, 11% rated average. None rated bad (see Graph 5)

Graph 5

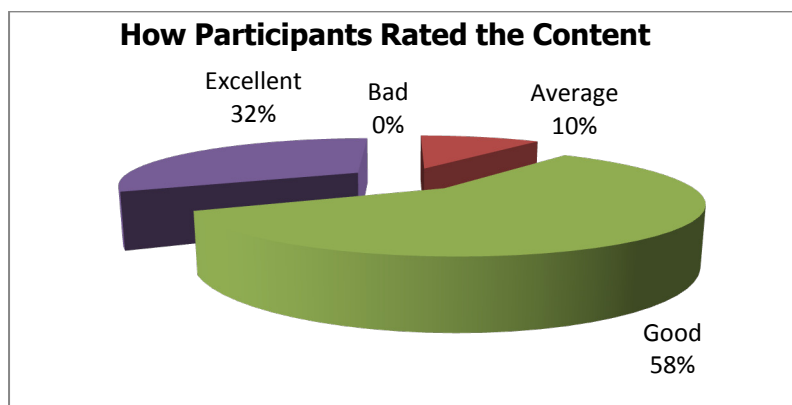


PARTICIPANTS COMMENTS

- Excellent
- The staff knows what they are doing
- Communication was good and effective
- Very helpful team
- Very organized team
- The team was able to attend to all of our queries
- Very friendly, cooperative and kind
- Good communication
- Approach was based on long term experience
- Participants were active
- Team was well presented and even included management
- The facilitator was knowledgeable
- The information was well researched

With respect to quality of the event based on content, 58% rated good, 32% rated excellent and 10% rated average. None of the participants rated bad, as illustrated in graph 6.

Graph 6



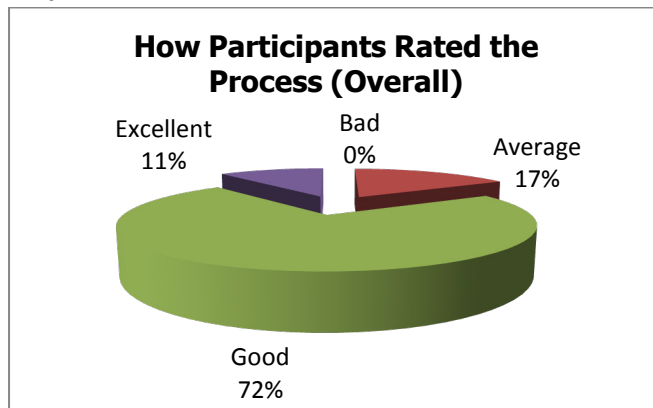
PARTICIPANTS COMMENTS

- Content was easy to understand after it was explained
- Power-point presentations were well presented
- Presentations were good but presented in a marathon way

- Content was relevant to the themes
- Well- structured content
- The content had substance
- Too much information, thus needed more than one day
- Good responses to questions
- Content was very informative

On how the participants experienced the process used to facilitate the event, 72% rated “good”, 11% rated excellent and another 17% rated average. None rated bad (see graph 7).

Graph 7

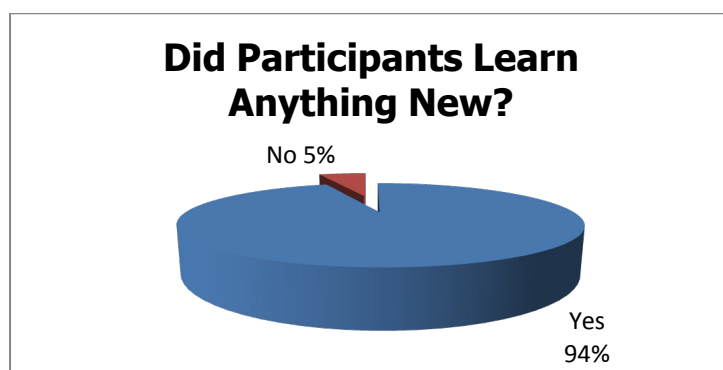


PARTICIPANTS COMMENTS

- Was very good
- Very scientific method
- Participatory but need for engagement
- Showed a lot of effort
- Too technical knowledge which made it difficult to grasp some issues
- Participatory spirit promoted dialogue among participants
- Too much focus on creating ‘new’ linkages rather than strengthening existing ones
- Limited time for groups to have good discussions
- Excellent participation between presenters and participants
- Excellent mode of presentation

The question on whether the participants have learned anything new, 94% rated “yes” and 5% rated “no” (see graph 8)

Graph 8



PARTICIPANTS COMMENTS

- If the three groups work together than there is a better chance of success
- More knowledgeable on linkages and coordination is a process
- There is a need for media to change their strategy
- Learnt about the roles of advocacy institutions as well as forums and their role in policy issues
- There is a need to involve more senior people in media
- More knowledgeable of the situation
- Importance of linkages and how they can be formed
- Learnt the importance of media engagement
- The discussions by participants have broadened understanding of current situation
- The setting up of national research agenda
- If groups work together then poverty can be reduced by implementing good policies

SECTION B:

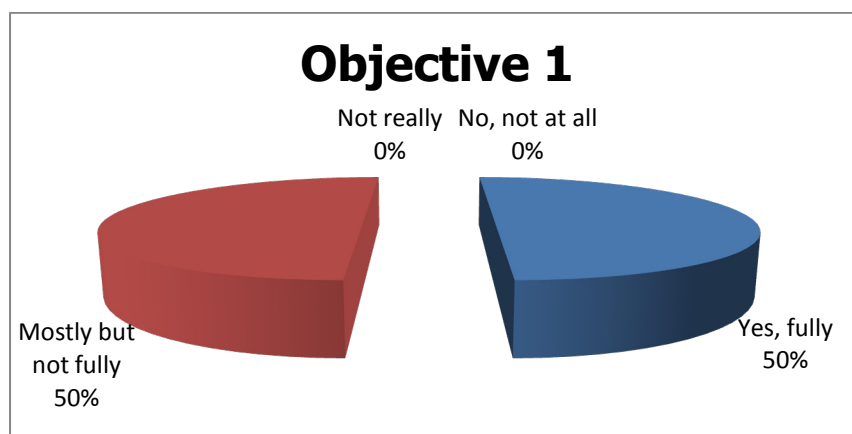
In this section of the form, participants were asked to rate the achievements of the objectives of the convening. The following four level scale was used:

Yes, fully	Mostly but not fully	Not really	No, not at all
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Objective 1: To discuss the project implementation strategies.

50% of the 18 participants rated “yes, fully” and 50% rated “mostly but not fully”. None rated “not really” or “no, not at all”. See graph 9

Graph 9



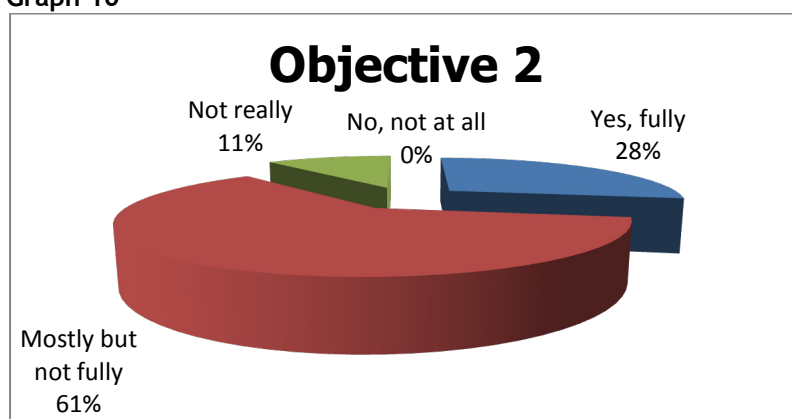
PARTICIPANTS COMMENTS

- Achievable since people now know what the issues are
- The explanations were easy to understand
- The report cover most issues in the country as well as the issues of the stakeholders
- A lot of time was used to discuss the project implementation plan
- Need more time to discuss and share ideas
- Concepts, process and the way forward was well explained

Objective 2: to discuss the findings and the recommendations of the recently completed scoping study and baseline survey.

28% rated “yes, fully” , 61% rated “mostly but not fully” and 11%“not really”. None rated “no, not at all” as illustrated on Graph 10.

Graph 10



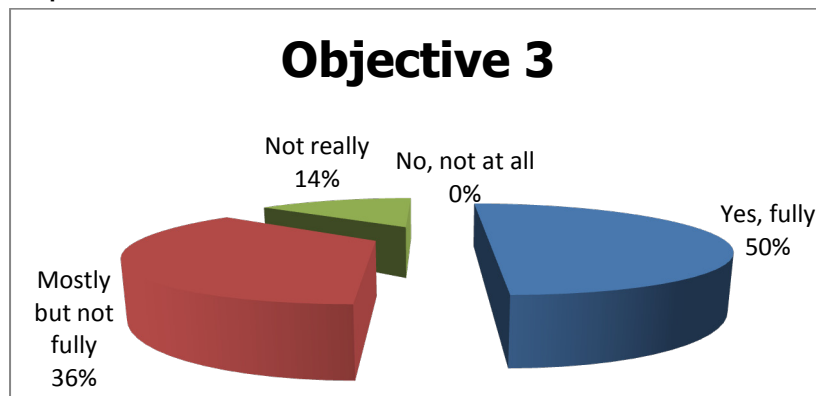
PARTICIPANTS COMMENTS

- It became tiresome to listen to all the information
- It was done in a speedy way and was difficult to comprehend
- The studies and findings need more clarity in order to understand it better
- The language used was understandable
- Findings were important for the development of the study
- Recommendations from three groups were given, but issues of researchers were not driven to the full extent
- Felt rushed and did not focus on the situation in Tanzania

Objective 3: To discuss project implementation arrangements including country and thematic coordination.

50% rated “yes, fully” , 36% rated “mostly but not fully” and 14% rated “not really” . None rated “no, not at all” (see graph 11).

Graph 11



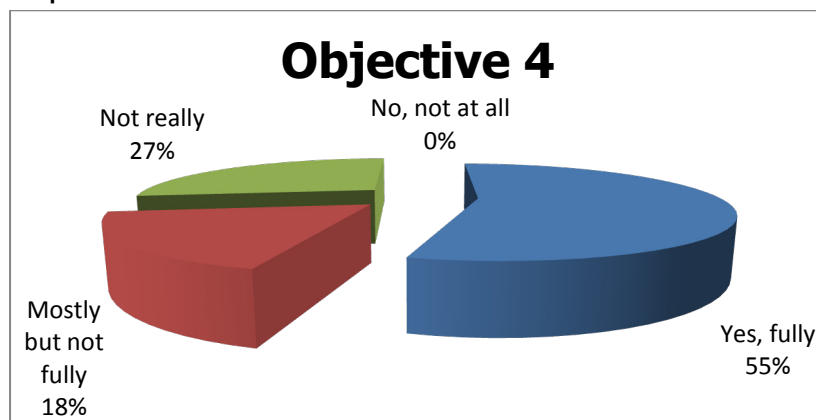
PARTICIPANTS COMMENTS

- It's not systematically implemented because of internal politics
- Fruitful as there was a lot of time spent on the discussion
- The thematic areas were not clear
- The lead organization was identified
- Implementation strategy was not discussed
- Policy makers can jeopardize the voices of the poor to be heard

Objective 4: Inform the implementation of the overall project for sustainability purposes.

55% rated "yes fully", 18% rated "mostly but not fully" and 27% rated "not really". None rated "no, not at all". (See Graph 12)

Graph 12



Summary:

The graph13 below shows the overview of the rating of achievement of objective by half participants. This comparison shows a positive picture of how participants rated the objectives overall. A small proportion indicated negative response of “not really” and “no, not at all”. This rating indicates a level of unsure understanding of the project. Especially, that 6 Section B (Objective 3), we might need to re-convene the group and address these issues.

