



# Terms of reference - External Review of the Tanzania Media Fund project phase 2

## 1. Background

### 1.1 Media in Tanzania

Tanzania has a vibrant media sector with 763 registered newspapers, 26 television stations, and over a 100 radio stations. Despite this vibrancy the sector still faces several challenges. Media houses have to accommodate a wide range of political and economic interests that bear some influence on the overall tone and scope of their coverage. There are also several laws in place that limit media freedom. A content analysis of media reports<sup>1</sup> shows media remains woefully behind in terms of delivering quality products to their viewers, listeners and readers. Strengthening the quality of the media is an important intermediary step to creating a more credible and meaningful media sector that is capable of exercising functions of the “fourth estate”. It becomes even more important in face of the pressure under which the media is operating given the increasing political tensions that Tanzania has been witnessing in the past few years (e.g. between political parties, at intra-party level). For the last eight years, there have been concerted efforts by media actors towards new media legislation that would allow greater freedom of expression, but this has not yet come to pass. On the contrary, there have been signs, for the past 2 years, that Government’s grip to control the media is tightening. In 2013, the government had proposed to increase fines and imprisonment for “seditious reporting” manifold. However, this was rejected by Parliament. The proposed future new constitution for the country, which is currently being drafted, raises hopes though for positive changes to the media context by more comprehensively guaranteeing access to information and its dissemination.

### 1.2 Tanzania Media Fund

Against this background, the Tanzania Media Fund (TMF) seeks to promote investigative and public interest journalism. TMF is a donor mandated project that supports the establishment of an independent, quality, diverse and vibrant media in Tanzania. It aims at enabling investigative and public interest journalism and facilitating critical reflection and learning in media houses. The current implementing partner on behalf of donors is the Dutch-based NGO Hivos. Through funding and learning activities TMF supports quality journalism that better informs the public, contributes to debate and thereby increases public demand for greater accountability across Tanzania. TMF has various grants programmes that work with different types of mentoring and support.

The programme started in 2008 as a pilot. The 1<sup>st</sup> phase ran from 2009 – 2012, and it is now in its 2<sup>nd</sup> phase from 2012 – till May 2015 with a total budget of USD10.7 million, donors being the Governments of Denmark, Ireland, Switzerland and the United Kingdom. Operational costs represent approximately 20% of TMF’s total budget. The remaining 80% is earmarked for grants and educational outreach.

The overall expected impact of the programme is that the media become a critical player in fostering accountability in Tanzania. Expected outcomes that lead to this are

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<sup>1</sup> TMF content analysis, 2013

1. Increased public appreciation of the role of media in domestic accountability
2. Structural changes within the participating media organizations

While studies show that the public is increasingly appreciating the role of the media in promoting accountability and good governance, more challenges persist in remote rural areas where about 73 % of Tanzanians live and public services like education, health and water are of low standard.

From the beginning, donors' intention was that the Media Fund eventually becomes a Tanzanian organization on its own. With the end of the current phase in May 2015, the TMF will thus cease to be a donor-mandated project to become an independently registered Tanzanian not-for profit organisation. A third outcome was thus added to the TMF project in the course of the execution of the current phase in order to reflect this process, and allocate time and funding to this process within the mandate:

3. TMF is an established legal entity which is Tanzanian owned and independently, effectively and efficiently governed and managed through robust systems, policies, procedures, and headed by a strong management team that is implementing and reviewing a business strategy for scaling up media impact in Tanzanian society beyond May 2015.

## 2. Purpose of the External Review

The overall objective of the review is to assess the performance of the project as it reaches the completion of phase two (May 2015) in order to determine its relevance, efficiency, effectiveness, and sustainability as well as draw lessons that will inform TMF's future strategy.

Specifically, this review aims to:

- i. generate evidence and lessons regarding the effectiveness of TMF's approach in attaining the project's outputs and outcomes
- ii. provide recommendations that will inform the development of a new strategic plan for TMF
- iii. provide evidence that will inform future donor support to TMF

The review will make the assessment against the TMF's outcomes 1 and 2 and will not assess the achievement of outcome number 3, which looks at TMF as independently registered Tanzanian organisation. Hivos and donors undertake separate assessments for that purpose.

This review is one source of information for the purposes under i. – iii. Another important and complementary source of information is the Hivos commissioned evaluation of media support programmes in Tanzania and Kenya<sup>2</sup>.

## 3. Objectives

The focus of this review is to evaluate the effectiveness, relevance, efficiency, sustainability and impact of the project over the last 2.5 years (phase 2 of TMF). In addition, the review will also look at longer term positive and negative changes for which it will also consider activities funded during phase 1 of the TMF.

Objectives:

- 1) **Effectiveness:** To measure the extent to which TMF's objectives were achieved as compared to the planned outcomes and outputs in phase 2.
- 2) **Relevance:** Evaluate to what extent the TMF objectives, interventions and theory of change are relevant to, consistent with and addressing the media houses; and male and female journalists' needs as well as wider country development needs.

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<sup>2</sup> Results of which are expected in September 2014; the main research question for this evaluation touches the core of TMF's expected impact: Under which conditions do the media products lead to a response from powerful actors or citizens?

- 3) **Efficiency:** Measure value for money of the project. That is, how economical was the process of transforming inputs such as funds, expertise and time into outputs and outcomes<sup>3</sup>
- 4) **Sustainability:** Assess the extent to which achieved results will outlive the project
- 5) **Impact:** Gather initial evidence of intended or unintended long term positive and negative changes produced by the TMF project.

The evaluation should also address the following particular considerations:

- 6) **Structural changes:** Evidence of emerging structural changes within media organisations as a result of direct and indirect TMF influence and the sustainability of those transformations beyond the project
- 7) **Hindering / promoting factors:** A (stakeholders') analysis detailing influences, interests and incentives at play in ensuring or blocking the success of the programme.
- 8) **Gender equality:** How has the programme addressed gender inequalities / the specific needs of women and how can this be strengthened? How has the project contributed to the advancement of women in the media sector? To what extent has gender mainstreaming been institutionalized in the project? Has there been a increase in the participation of women in project?
- 9) **Recommendations:** Necessary adjustments and possible improvements on strategic programme orientation, design and organisation for future implementation.

## 4. Scope of the Review

- **Time span:** The period under review will cover the second phase of the TMF project up to now (2012-2014). Regarding objective number 4 & 5 (on sustainability and impact) the review will also consider activities from phase 1 (2008-2012).
- **Selection criteria:** The review cannot cover all of TMF's grantees as this would go beyond the scope of this study. Reviewers should thus choose a sample of case studies and interviewees (to be defined based on clear criteria) from across the country to reflect the project's national mandate.
- **Sample:** Case studies and interviewees should include all types of grants while priority is given to transformation and content grants to media houses. A fair selection of individual grants should also be considered as there are a number of "success stories" brought about individual grantees.
- **Media type:** The review should further find a balance between radio, TV, print and on-line grantees based on the proportionality of funding, both in terms of location and media type.
- **Geographic coverage:** The objectives of this review should be assessed vis-à-vis results at national (overall transformations brought about at a systemic level) vis-à-vis local level. An overview of geographical coverage (grantees / beneficiaries) would be important as well as an assessment of results at urban vs rural level.

## 5. Review Design

The review will include a desk review of existing studies and documents relevant for the objectives of this review. It will be followed by a field mission that should include examination of a select number of case studies.

Applicants should include a proposed review design with their application, which will be part of the selection criteria. A total of 50 days can be used for the consultancy.

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<sup>3</sup> Guiding documents on value for money assessment are available from DfID

## 6. Deliverables and Reporting

The consultants shall produce the following outputs:

- **30<sup>th</sup> September 2014: Inception report** (based on literature review) refining objectives, detailed research questions and methodology
  - Not exceeding 10 pages
  - Within 2 weeks after commissioning the assignment
  - Should include a detailed travel plan for the field mission
- **By 27<sup>th</sup> October 2014:** Draft report and presentation thereof to TMF and donors
- **15<sup>th</sup> November 2014: Final review report** of maximum 20 pages plus executive summary and relevant annexes

The language of the reports shall be English.

## 7. Expertise Required

As for the composition of the team it is recommended to have a composition of two persons. One person would be the lead consultant and contractual partner bearing the responsibility for the timely delivery and quality of products as per the contract. One person should be from Tanzania and/or be based in Tanzania whereas the other person should bring in a specific outsider view with a broad knowledge and expertise on media development approaches and similar programmes worldwide. One member of the team must be fluent in Kiswahili.

Together, the consultant team should combine following competencies:

- Master and/or higher degree in relevant field
- Min. 8 years of experience with project monitoring and evaluation
- Sound knowledge of media landscape in Tanzania and great familiarity with the media and media industry in developing countries
- Good network with relevant partners in the media sector of Tanzania
- Previous experiences in managing and/or designing and/or reviewing Media and Accountability Programmes in Tanzania and/or Eastern and Southern Africa
- Excellent analytical capacities
- Excellent communication and facilitation skills in English and Kiswahili
- Fluency in English and spoken Kiswahili
- Ability to deliver material of the highest quality as per agreed time frame

## 8. Timeframe

The mandate for the review will start on Sept. 15<sup>th</sup> 2014 and will be carried out over a period of max. 2 months.

Application deadline for this mandate is 20<sup>th</sup> August 2014. Applications should be sent by e-mail to [daressalaam@eda.admin.ch](mailto:daressalaam@eda.admin.ch).