

## **Evaluation of the Tanzania Redeployment Program Case Study**

Between 1992 and 1998 the Government of the United Republic of Tanzania reduced the size of the Civil Service workforce by 63,000. The workers were retrenched as part of a larger government effort to reform the Civil Service in terms of its systems, operations, and functions. The Redeployment Program was initiated by the Government in conjunction with the World Bank and the European Union to assist retrenched workers transition away from government employment into other opportunities.

### **The Redeployment Program**

The Redeployment Program was established in 1995 (3 years after retrenchments began) to assist retrenched civil service employees find jobs in the private sector. The explicit goals of the program were to: i) help retrenchees overcome the negative feelings associated with retrenchment and reorient towards non-government employment; ii) assist retrenchees make informed decisions about employment options; iii) equip retrenchees with technical and business skills necessary for employment; and iv) enhance retrenchees' employability and their subsequent productivity and performance;

The program consists of three components:

- The Counseling program administered through a voucher system;
- The Skills Training program also using vouchers; and
- The Enterprise Development and Training program.

In addition, there was a Public Information program, which supports the other components.

The Redeployment Program was administered in all 20 regions and 113 districts of mainland Tanzania, and was made retroactive to individuals retrenched back in 1992. In 1992/93, the Government retrenched 50,000 employees, 14,000 of whom turned out to be "ghost workers". The Program initially targeted the 36,000 retrenchees, with some receiving more than one program service. Administrators expected 32,000 were to benefit from counseling services, 10,500 were to benefit from skills training, and 5,000 were to benefit from enterprise development training. However, by January, 1998, as a result of local government reform and organization and efficiency reviews, the redeployment target beneficiaries had increased from 36,000 to 63,000. Program officials were to maintain detailed administrative records on all retrenchees and program participants, dating back to 1992.

## **The Terms Of Reference**

The Bank contracted with outside consultants to undertake an evaluation of the program on participants. The general purpose of the impact evaluation was to assess the impact of the redeployment support interventions for the Civil Service retrenchees as well as the efficiency and effectiveness of the implementation of those interventions. More specifically, the study purpose identified in the TOR was to assess each of the program components in terms of the social and economic impacts on participants and to make recommendations for the future implementation of the program. The evaluation was open to a short-listed bid, and a contract was issued to a consulting team of local and international evaluators in June 1998 for US \$110,000. Study results were expected by September 1998.

## **Study Questions**

1. How would you construct a sample for the evaluation? What are some of the main issues to be concerned with as you determine a sample?
2. Given the existing scenario and a sample, how could you evaluate the impacts of the program components? What surveys would you develop? Which evaluation methods would you employ?
3. Suppose you could design the evaluation back in 1993 when retrenchments began. What would be the main considerations in terms of the information in administrative records, sample design, and evaluation methods? Are there other issues?

World Bank User

W:\safety Nets\SN Course 12-02\Exercise\Blomquist\_Tanzania\_case(exercise).doc

November 22, 2002 2:58 PM