



## Mid Term Evaluation Report

**"Investing in Maasai women for improving  
rural community well-being"**

**DCI-HUM/2014/341-127**

**June 2017**



## LIST OF ACRONYMS

|        |  |
|--------|--|
| BDS    | Business Development Services              |
| DED    | District Executive Officer                 |
| IMW    | Investing in Maasai Women                  |
| MPF    | Maasai Pastoralists Foundation             |
| CDO    | Community Development Officer              |
| GBV    | Gender Based Violence                      |
| GIS    | Geographic Information System              |
| HR     | Human Rights                               |
| IO     | Istituto Oikos                             |
| LCDO   | Longido Community Development Organization |
| LGA    | Local Government Authority                 |
| MBO    | Member Based Organisation                  |
| MIS    | Management Information System              |
| MOU    | Memorandum of Understanding                |
| MPF    | Maasai Pastoralist Foundation              |
| MPL    | Market place Literacy                      |
| MTE    | Mid Term Evaluation                        |
| MTR    | Mid Term Review                            |
| NGO    | Non-Governmental Organisation              |
| OEA    | Oikos East Africa                          |
| PWC    | Pastoralist Women Council                  |
| SPM    | Start Plan and Manage                      |
| ToT    | Training of Trainers                       |
| TWG    | Traditional Women Group                    |
| VEO    | Village Executive Officer                  |
| VICOBA | Village Community Bank                     |
| WEO    | Ward Executive Officer                     |

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## EXECUTIVE SUMMARY

During May and June 2017, an independent consultant was contracted by Istituto OIKOS to conduct a Mid-Term Evaluation for the EU funded project “Investing in Maasai women for improving rural community well-being” (IMW), a partnership among Istituto Oikos (IO) , Oikos East Africa (OEA), TRIAS, Marketplace Literacy Community Trust and Maasai Pastoralist Foundation (MPF). The following report outlines findings from this mission and recommendations that arise from the research. The priority of the MTR is to offer suggestions for project improvement as it moves forward towards the completion by March 2019.

Investing in Maasai women (IMW) targets mainly Maasai women in rural pastoralist communities, and focuses on building socio-economic inclusion and the creation of income-generating activities for this target beneficiaries, whilst also increasing awareness on civil rights and strengthen existing Traditional Women’s Groups.

IMW is primarily a capacity building and facilitation project. Capacity-building actions are delivered to beneficiaries, mostly women, who are clustered at village level or into pre-existing groups. Beneficiaries receive training from ToTs, who have themselves received direct Training of Trainers by the different partners in the project. ToT training is a methodology to reach a higher number of beneficiaries, investing in capacity building with communities.

OIKOS delivers Market Place Literacy (MPL) training, and vocational training in leather tanning and handicraft, beekeeping and meat-drying. OIKOS also has a facilitation role in value chains facilitation for the vocational training.

TRIAS delivers training for Village Community Bank (VICOBA) set-up, further training to a smaller amount of groups called Start Plan and Manage (SPM) business training, and then further to a selected (on success criteria) a smaller amount of individual businesses, it delivers Business Development (BDS) cycle. TRIAS also has a facilitation role in organising links between VICOBA groups and bigger umbrella organisations consisting of 3 local MBOs.

MPF delivers Human Rights training to Traditional Women Groups (TWGs). MPF also has a facilitation role to help TWGs to advocate their needs and interests at institutional levels.

A visibility and communication plan is developed and the main tools (radio programme, theatres and visibility materials) are finalised by OEA, IO and an actor company respectively and are to deliver messages to empower beneficiaries on a wide spectrum of civil rights issues. The project foresees to set up information points, which will be central resources facilities for services and information at ward level.

The project can be considered as efficient, with a total EU donor contribution of EUR 2,130,862, with a 20% of the amount co-funded by IO and partners, reaching about 5,000 direct beneficiaries across 3 districts.

The project focus, intended outcomes and approach can be considered as **highly relevant** to the beneficiary target group:

- Maasai minorities represent the highest proportion of the poor, with the lowest rates of literacy and numeracy in Tanzania.

- Women are traditionally the family members who are most excluded from socio- economic services opportunities.
- Women are also traditionally the most excluded from civil and land rights by cultural traditions.

The project design is **effective** in delivering a holistic approach to women's socio economic empowerment.

The **effectiveness** of the project, relating to how well the project is performing towards the accomplishment of its quantitative objectives, is sufficient, as almost all indicators have been fulfilled for the second year.

Partial lack of attention to qualitative aspects, such as validation of the selection process for vocational training, communication to stakeholders, such as village leaders, ward, village Local Government Authorities (LGAs) and beneficiaries, and value chain analysis has hampered effectiveness and need to be addressed in the next phase.

**Efficiency** has been greatly enhanced through allocation of activities to partners with technical capacity in specific areas. OIKOS has had 20 year experience in the area, introduced in the country an innovative methodology focused on illiterate women and has strong technical experience in the delivery of vocational training to pastoralist communities, having several projects on-going in the same areas with similar objectives. TRIAS has a long expertise in micro-credit delivery. MPF is the partner in need of support as it has a lower technical capacity and limited manpower. Even though quarterly steering committees for project managers are in place, the overall limited partners' coordination and collaboration has impacted the efficiency of the progress to date. Even though quarterly steering committees for project managers are in place, the overall limited partners' coordination and collaboration has impacted the efficiency of the progress to date.

**Sustainability** of the project can be enhanced by inclusion of LGAs in project activities and monitoring. Unless the viability of the markets for the 3 promoted commodities is better researched and understood then the potential sustainability of promoting their production for enhanced income generation cannot yet be estimated.

# BACKGROUND

## INTRODUCTION

“**Investing in Maasai women for improving rural community well-being**” is a project, funded by EU, and implemented by Oikos East Africa ([www.oikosea.org](http://www.oikosea.org)) in partnership with four partners:

- Maasai Pastoralist Foundation (MPF)
- TRIAS
- Marketplace Literacy Communities Trust (MLCT)
- Istituto Oikos.

The Action aims at improving Maasai pastoralist women's knowledge and skills in three district of the Arusha Region (Arusha, Monduli and Longido) through an integrated strategy which combines the training of selected women with traditional groups' support, the improvement of social services, and the development of local economy.

The intervention started in April 2015 and will be ending in March 2019.

**General objective:** Contribute to reduce poverty and improved livelihoods of vulnerable rural Maasai communities in Arusha Region.

**Specific objective:** Promote the social and economic inclusion of Maasai women groups in pastoralist communities of Arusha, Monduli and Longido Districts.

**The project foresees 4 results:**

- Result 1 – Developed skills to improve employability and income-generation activities among rural women
- Result 2 – Access to socio-economic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established
- Result 3 – Empowerment and institutional strengthening of 25 existing Traditional Women Groups
- Result 4 – Awareness and knowledge increased among pastoralist target villages on civil and social rights.

### MTR Objectives and scope of work

Istituto OIKOS and its partners have commissioned an external Mid Term Evaluation (MTE), which is the subject of this report.

The main objectives of the evaluation will be to analyse:

- **Relevance** of the intervention (whether the objectives respond to the needs and priorities)
- **Effectiveness** (whether the objectives are likely to be achieved). The effectiveness relates also to the appropriateness of the strategy to achieve those objectives and the feasibility of the intervention.
- **Efficiency** (an evaluation of the efficiency of the project such as aspects of day-to-day management and monitoring at different levels) will also be assessed.
- **Sustainability** of this action will also be examined

**Specific objectives of the mid-term evaluation mission:**

- To determine the contribution of the project to Maasai women's social inclusion in project villages.
- To explore if the intervention is relevant, effective and able to show impact towards reducing poverty.
- To assess the methodologies used by the project, with specific focus on the Marketplace Literacy Training Programme, VICOBA approach, communication tools.
- To assess the sustainability and quality issues linked to it such as, cooperation among partners, involvement of local authorities at different level, community participation, cost- effectiveness, linkages with other OIKOS programmes.
- Review project logical framework and indicators.
- Give recommendations for further action in the next 2 years.

*Note on indicators:* The indicators designed in the Logical Framework of the project will be the main reference for the evaluator. All relevant indicators that will be identified during the project implementation or by the evaluator herself/himself will be also considered.

## EVALUATION METHODOLOGY

The MTE report has taken into account all interventions, geographical coverage, and the whole period of the project. The scope of the MTR shall be all objectives of the project and shall entail a desk review of relevant material, focus group discussions and in-depth interviews, semi-structured interviews with key project stakeholders.

The evaluator has addressed the overall dimensions of mid-term review with the focus on relevance and strategic fit of the project, project progress, effectiveness and efficiency in the use of resources, sustainability and potential for replication, and lessons learnt and recommendations. Cross-cutting issues and project structure will be strongly paid attention to and integrated in all evaluated dimensions.

### Evaluation Process

The MTR had been developed through a 3-stage process:

- **Preparation**
  - Review of the project evaluation system and evaluation indicators;
  - Develop evaluation toolkit (semi-structured interview)
  - Develop report structure.
- **Data collection**
  - Review all project documents available;
  - Interview project officers and project staff from all partner organizations;
  - Interview groups of beneficiaries and stakeholders in the field;
- **Debriefing and reporting**
  - Debrief initial findings with the Project Manager and the partners
  - Develop evaluation report;
  - Finalize report.

### Targeted group and location

The field-work for the MTR took place between the 4<sup>th</sup> and 23<sup>rd</sup> of May 2017 in the Arusha, Monduli and Longido districts.

In Arusha, the evaluator met:

- Project manager, Programme Manager Tanzania and technical staff from each partner organisation
- Field officers from each partner organisation
- 1 consultant in leather Tanning training ( OIKOS)
- 1 consultant in Bee keeping training (OIKOS)
- 1 consultant in value chains (OIKOS)
- 2 District council officers (Longido and Monduli)
- 5 VICOBA TOTs from Oldonyosambu, Oldonyowas and Inyata

In Monduli, the project staff organised focus groups with each the following:

- UPENDO VICOBA group (Makuyuni village)
- 6 village leaders from Mbuyuni, Naiti, Makuyuni, Belgigi, Engurashi and Baraka,
- VEO from Baraka (met twice)

- WEO from Makuyuni (met twice)
- 8 MPL TOT from Esilalei, Baraka, Makuyuni and Losirwa
- 8 MPL trainees from Makuyuni, Esilalei, Baraka, Makuyuni Njini and Losirwa
- 6 HR TOTs from Naiti, Mbonyuni, Makuyuni, Bakara, Mongare and Esilalei

In Longido, project staff organised focus groups with each the following:

- 2 Village leaders from Armani and Engushai and a VEO from Armanie
- 2 MPL TOTs (Angushei and Armanie village)
- 9 MPL Trainees from Armanie village

The consultant also visited Mkuru training camp and observed the leather tanning training, composed by 25 trainees coming from Longido villages.

### **Limitations**

Due to the extension of the intervention area, and time constraints, it should be noted here that the MTE mission was only able to research a small fraction of the project work in its 3 target districts. Therefore what is presented in this report does not constitute a thorough evaluation of impacts and successes, but seeks merely to provide an outside perspective that can highlight issues that may need attention. It will be up to the project/project team/project partners to review these recommendations and assess what is practical and possible according to their far more detailed knowledge of the programme and its potential over the coming years.

## **PROJECT SUMMARY**

The project started in April 2015 and will be ending in March 2019. It is a collaboration amongst 3 NGOs based in Arusha, Oikos East Africa, TRIAS and Maasai Pastoralist Foundation (MPF). Oikos East Africa is the main applicant. TRIAS is a Belgium NGO with longstanding presence in the region and MPF is the local partner.

Its aim is to reduce poverty and improve livelihoods of vulnerable rural Maasai communities in the Arusha region (Arusha, Monduli and Longido districts) by improving Maasai pastoralist women knowledge and skills through an integrated strategy which combines the training of selected women with traditional groups' support, the development of local economy and the improvement of access to social services.

The specific objective of this project is to promote the social and economic inclusion of 5,000 Maasai women in pastoralist communities through a set of actions involving each of the beneficiaries at a different level of training.

The selection of 5,000 beneficiaries took place in 31 villages/sub-villages across the 3 districts. The project was introduced by a village meeting in each of the target areas, in which traditional village leaders were tasked with choosing participants according to a series of criteria favouring vulnerable women.

The selected 5,000 are to be the main recipient of all actions of the project articulated through 4 results:

- Result 1 – Developed skills to improve employability and income-generation activities among rural women.
- Result 2 – Access to socio-economic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established
- Result 3 – Empowerment and institutional strengthening of 25 existing Traditional Women Groups
- Result 4 – Awareness and knowledge increased among pastoralist target villages on civil and social rights.

## **Result 1**

This result is mainly implemented and coordinated by OIKOS East Africa in collaboration with Istituto Oikos, with the exception of outsourcing of the training Marketplace Literacy Training materials, customized by OIKOS staff.

Result 1 aims at poverty alleviation through addressing vulnerability of poor households in the areas which are due to a lack of, amongst others, knowledge of the basic market principles and also by a dearth of economic opportunities.

### **Marketplace Literacy**

The MPL aims at increasing basic entrepreneurial literacy amongst Maasai women, who have limited knowledge of price, quality of products lack understanding of markets and customers.

Starting from the original materials of Marketplace Literacy Training conducted in India, the Team has worked to adapt the methodology, the contents and training sessions of the Program in Tanzania for Maasai Women. This process has been supported by an MPL expert.

The project is targeting 5,000 Maasai Women and the strategy to reach this number of beneficiaries is to train 66 Trainers (ToTs), Maasai people, permanently living in the community/village, selected according to criteria that privileged confidence, leadership, being recognized and accepted by the community members. Through the selection of TOTs, 5 MPL adapted modules are rolled out to 5, 000 beneficiaries by 66 TOTs. The training has a pre and post test to ascertain increase in factual knowledge.

According to the project document, among these initially trained 5,000 women there should be the selection of 500, who will benefit from additional vocational training. The selection is to happen through individual interviews aimed at understanding interest and motivation from the potential trainee's side.

In the third year of project implementation, eight Maasai women (1 for each Ward), chosen among the beneficiaries of the training program, will be selected to participate to an exchange visit to Chennai, India, where similar work has been implemented for years.

### **Vocational Training**

The project has identified 3 types of training that have the potential to identify sustainable income for pastoralists' women. These are leather tanning, bees keeping and meat drying.

Activities are designed to improve the economic sustainability in the targeted area addressing the basic food needs of vulnerable communities.

Out of the 500 selected:

- 50 women are to attend **leather tanning**, with some of them further going into handicraft production and beadwork. A follow up technical assistance in marketing strategy, supply identification, packaging and labeling will be

provided.

- 300 women are to attend basic **meat drying** training for the purpose of food safety and appropriate slaughtering/hygiene/packaging and marketing of dried meat. A smaller group could undertake further training in packaging/labeling.
- 150 women are to attend **bee keeping and honey production** training with a smaller group potentially taking part into further training designed to further understand labeling/packaging. They will also be offered a follow up technical assistance in markets sourcing.

### **English language Training**

A support for the vocational training, the English language training will add extra skills. In the first phase the target will be 500 women, who will receive the very basics of the language in a short educational booklet (greetings, and a few relevant sentences).

For 50 committed and skilled women, selected from the 500, they will be able to attend the full English course, roughly 20 hours in total.

## **Result 2**

TRIAS coordinates this result, in collaboration with OIKOS, and it is aimed at increasing socio-economic services for 2,000 out of the 5,000 beneficiaries. The basic assumption of this result is that, as part of the initial 5,000, all VICOBAs members have received MPL training. The path to achieve this result under the objective and the associated activities have diverged substantially from the original proposal.

### **VICOBA**

TRIAS' first step is to set up VICOBAs groups in the target areas, with a target aim of setting up 70 of them. The group approach to develop saving and businesses appears to have been effective for women empowerment (ownership of income). While it is difficult for women to build up assets at the household level, it is possible to do so in a group setting. VICOBAs methodology aims at creating an enabling environment for survivalist-subsistence entrepreneurs by providing them with training in key areas for improvement of economic strategies.

- The **VICOBA training** is carried out by 31 TOTs, one in each of the target villages, in a series of 4 modules that span; saving, profits, loans, and sharing of dividends. Additional focus is placed on the concept of Community Social Funds. This helps the group members to contribute to support children of group members and other community members, who might need support for their children to attend school and overcome difficulties.

### **SPM (Start Plan and Manage) and BDS cycle for VICOBAs**

TRIAS plans to give more in-depth training to a limited number of successful MPL, VICOBAs TOTs and vocational training beneficiaries. The training is called **BDS Cycle** and consists of two steps:

- The first level of which is the **SPM training**, which employs visual aids, story telling and role-plays. It has three main sessions: business opportunities and selection of a viable business, defining costs associated with businesses (starting and operating costs) and profit calculation, and business management.
- **BDS cycle** is the next higher level of training, for which it is envisaged that some of the MPL and VICOBAs TOTs and vocational training beneficiaries about 10 of the most successful individuals that have attended SPM can

graduate to benefit from further training. The same pool of ten will also be eligible to receive grants to increase their functionality and capital investment.

### **MBOs and VICOBA affiliation**

The project document foresees also to form 8 MBOs, which will serve as an umbrella for the VICOBA groups, however this has now been changed to capacity build for the existing MBOs in the area. The project methodology is based on the assumption that strong and representative farmers'/pastoralists' organisations are indispensable actors for the promotion of governance, and for improved food security and social services, for better income distribution and for a more equal economic development. Therefore the aim of this result is to link primary groups to secondary level member based organisations, so that these organisations can represent the groups at higher level and can provide services that the groups would otherwise not have access to; such as assistance in registration of VICOBA groups at district level which in turn can help them to access micro loans from the government. However, this level of organisation needs to be facilitated by capacity building of the MBOs in the area. 80 women in MBOs are supposed be trained in management and basic finance issues.

### **Creation of information points in each ward**

The project provides for the creation of eight permanent information points. The information points are to be run by a trained woman who will be available, on a part time basis, to provide basic advice on social, health, and legal issues and will be able to assist the visitors in networking with other grassroots organisations able to provide assistance or more specific advice.

## **Result 3**

MPF coordinates this result, with OIKOS collaboration in material design and coordination. The result is centred around the fact that Maasai women are completely excluded on issues of land rights, ownership rights, labour opportunities and labour rights. Moreover Maasai women are in a society where Gender based violence (GBV) rates are reported to be high.

This activity is based on TWGs formed by Maasai married women and widows, being able to discuss about family matters and to resolve conflicts. TWG will serve as entry points to raise and disseminate awareness on their rights and to promote women's representation at institutional levels.

The action aims at boosting the capacity of the TWGs to increase and disseminate awareness on human rights, land and customary rights, legislation among the members, and to advocate their needs and interests at institutional levels. Issues of prevention and control of gender – based violence are also to be explored.

Overall this result has the purpose of increasing the self-confidence of the Maasai women in their capacity to take leadership and on their social, economic and environmental responsibilities as members of the communities and corporations, and on how to hold their leaders accountable.

Activities implemented under this result are:

- 31 TWGs are trained on **human rights and basic leadership**. The training will be carried out by 31 selected TOT.
- TWGs will receive information on how to relate in an effective and legal way to informal (Maasai traditional elders) councils and to formal institutions such as the local government (government at ward, district and regional levels).

## **Result 4**

This result intends to empower beneficiaries through the promotion of public awareness on civil rights in all sectors including health care, education, judicial system, social services and the community at large.

The expert on communication strategy gave tools and methodology to the selected field staff in order to conduct information and awareness initiatives at community level:

- **Theatre performances** to be staged at district level, which include Maasai women in the performances, together with Tanzanian actors.
- National and district **radio programmes** with a variety of messages on gender issues in pastoralist communities, recognition of women role and advertising of the project shall be broadcasted.
- Organization of roundtables for discussion on informal economy and sharing of pilot experience results, involving local authorities and key stakeholder will be held

# MTR RESEARCH FINDINGS AND ANALYSIS

## REVIEW OF ACTIONS

NOTE: *Recommendations have been included in this section for ease of understanding, with detailed recommendations linked to actions.*

The following section is divided by result area and is represented as Planned, Achieved to date, Analysis and Recommendations.

### **Result Area 1**

#### **Planned**

Activities to achieve Result 1 - Develop skills to improve employability and income-generation activities among rural women.

- A1.1 Selection of the 5,000 beneficiaries using economic and social criteria and alternative economies existing in the target area
- A1.2 - Development of educational programs and materials for “Consumer and Marketplace Literacy” tailored on beneficiaries’ background and expectations
- A1.3 - Training in “Consumer and Marketplace Literacy”
- A1.4 - Technical training on processing and marketing of livestock related products (meat preservation drying and salting, honey production and quality handicraft production)
- A1.5 - Training on basic English
- A1.6 - Exchange visits with Marketplace Literacy Communities in India (3 year activity).

#### **Achieved to date**

The project identified 5,000 women beneficiaries, according to a set hardship criteria, which were as follows:

1. Amount of cattle owned: from 0 to 5;
2. Female headed households;
3. Social vulnerabilities: widows/divorced/rejected;
4. Number of children: more than 7/8;
5. Caretakers of disabled;
6. Level of literacy: illiterate or low literate;
7. Women who are not, to date, belonging to any Women Group and if possible not being part of any other NGOs existing activity

During training, women that had not been selected also came to the trainings, and their adherence to selection criteria was checked. The total of potential beneficiaries selected has therefore risen to 7,149.

The project developed the material for MPL training, adapting it from the Indian version. 66 TOTs were trained in MPL and they reached 3,795 women who attended at least one training session, and 1,352 women who attended at least 4 MPL training sessions, 67% of the planned amount for the second year.

For the vocational training for the second year only **leather tanning** was supposed to have been carried out, with a target of training 25 women in leather tanning, this has been achieved. Training of the second lot of 25 beneficiaries was underway at the time of the MTE. The project has also started a collaboration with World Vision, TRIAS and PWC to plan a leather processing activity in Kitumbeine village, with training at Mkuru laboratory in May 2017. Following this, the discussion for the construction of a leather tanning laboratory in Kitumbeine is under way for later on in the year.

**Preparations for beekeeping** have been ongoing in the second year, and an impact assessment has been carried out to determine which villages would be suitable for this activity; criteria for which necessitate close sources of water, forest which is free of land conflicts and set aside land for beekeeping use only. Discussions have been undertaken with some villages. The selection of beneficiaries has already been carried out in 3 villages, with 25 selected per village. No decision has yet been taken on which kind of training will be implemented (transitional or commercial beekeeping), and no value chain or market research has been completed to guide the project planning.

**Meat-drying training** activities have not yet been implemented.

**Training in basic English** was not carried out as yet.

**The exchange visits** are planned for the 3<sup>rd</sup> and 4<sup>th</sup> year of implementation.

**A project baseline** has been carried out on a sample of 152 beneficiaries, with consistent socio-economic profile to represent the project Target group.

The aim was to collect data on demographics, socio-economic indicators, lifestyle, purchase behavior, business activities, participation in social-economic services, indicators from the Logical Framework and interest in Marketplace Literacy Training. The results of the assessment will also be used at the end of the project to evaluate its impact on communities' wellbeing.

## **Indicators Review**

Indicators are in line with the targets for the second year, apart indicator 1.2 for which there has been a delay in the implementation of the activity.

## Indicator R1 -1

| Indicator 1.1  | Target<br>End of project | Total expected<br>(end of second<br>year) | Total realized<br>(end of second<br>year) | Status<br>(%) |
|--|--------------------------|---|---|---------------|
| Nr of women with increased entrepreneurial and consumer literacy knowledge | 5000                     | 2000                                      | 1,352                                     | 67%           |

For the MTR with indicator 1.1 it is important to note that all milestones for year 2 here below regarding MPL have either been achieved or surpassed.

| Description of milestones for indicator 1.1                     | Target<br>End of project | Total expected<br>(end of second<br>year) | Total realized<br>(end of second<br>year) | Status<br>(%) |
|---|--------------------------|---|---|---------------|
| Nr of Trainers selected to train beneficiaries                  | 60                       | 60  | 66  | 110%          |
| Nr of Trainers who attended the training sessions               | 60                       | 60  | 66  | 110%          |
| Nr of beneficiaries selected to enter the training sessions     | 5000                     | 5000                                      | 7,149                                     | 142%          |
| Nr of beneficiaries who attended at least one training sessions | 5000                     | 4000                                      | 3,795                                     | 94%           |

## Indicator R1 -2

Indicator 1.2 is behind in implementation.

| Indicator 1.2  | Target<br>End of project | Total expected<br>(end of second<br>year) | Total realized<br>(end of second<br>year) | Status<br>(%) |
|--|--------------------------|---|---|---------------|
| % of trained women endowed with the skills to communicate in a basic English | 50                       | 10  | 0   | 0             |

## Indicators R1 -3 and R1 - 4

Indicators 1.3 and 1.4 have no second year target.

| Indicator 1.3   | Target<br>End of project | Total expected<br>(end of second<br>year) | Total realized<br>(end of second<br>year) | Status<br>(%) |
|---|--------------------------|---|---|---------------|
| <b>R1 - Indicator 3</b><br>Kilograms of dried meat produced among the target women for auto-consumption and/or sale | 800 kg at year four      | 0   | 0   | 0             |

| Indicator 1.4  | Target<br>End of project | Total expected<br>(end of second<br>year) | Total realized<br>(end of second year) | Status<br>(%) |
|--|--------------------------|---|--|---------------|
| <b>R1 - Indicator 4</b><br>Kilograms of honey produced among the target women for auto-consumption and/or sale | 900 kg at year four      | 0   | 0                                      | 0             |

### Indicator R1 -5

| Indicator 1.5  | Target<br>End of project                              | Total expected<br>(end of second<br>year) | Total realized<br>(end of second year) | Status<br>(%) |
|--|---|---|--|---------------|
| <b>R1 - Indicator 5</b><br>Number of tanned skins produced/manufactured sold | 50% of the tanned skins produced/manufactured is sold | 0   | 0                                      |               |

For indicator 1.5 the milestones set for the second year have been achieved, with the training of 25 beneficiaries in leather tanning.

|  |    |    |    |      |
|--|----|----|----|------|
| Nr of beneficiaries who attended the technical training (leather tanning and leather crafts) | 50 | 25 | 25 | 100% |
|--|----|----|----|------|

## Analysis

According to the MTR analysis, and explained later in this chapter.

- OIKOS intervention to date, training of women in MPL and vocational training in leather MBOs appears to be **effective** in achieving the result of poverty reduction.
- OIKOS is partially **efficient** in relations with beneficiaries and stakeholders, such as village leaders, ward and village LGAs and training beneficiaries. It will though benefit from improving the interlinking and planning with partners in the project, which could lead to a more efficient implementation and monitoring.

OIKOS set up of the project and sequencing of the activities is generally good. Implementation also appears to be on track at the end of the second year, with the project set to achieve at least most of its objectives. However, some adjustments to the strategy and implementation of the project will be necessary in order to achieve some of the objectives, as is explained below.

**Selection of beneficiaries** was done through traditional leaders, after village meetings. The selected participants were communicated to project staff in dedicated booklets. Unfortunately, no significantly effective checks and balances were put in place to make sure that village leaders really adhered to the selection criteria, therefore the process ended up lacking transparency and validation by the larger public.

The target of Marketplace Literacy beneficiaries is 5,000. The project has selected 7,149 beneficiaries; 3,795 received at least 1 training session and only 1,357 (27%) completed at least 4 sessions. This is not necessarily an issue for a mid-term review, as even though the target is lower than expected at the end of year 2, totaling 67% of

the objective, it is not a dramatic underachievement and could easily be remedied in the future. It is though concerning when considering the fact that the training had a drop out rate of over 64%. Such a high drop out rate can be explained by many intervening factors, however the fact remains that it is a significant problem that needs to be addressed.

**MPL training** seems to have had a positive impact in beneficiaries' lives, and it is of easy comprehension. The basic assumption of the project, at proposal level was that Maasai women are often inexperienced in trade, and quite un-confident in setting up businesses of which they do not understand the workings. Evidence of increase in income as reported by some beneficiaries proves that MPL had a positive impact. Most important sessions were considered the understanding of entrepreneurship, profit, capital and the value of price checking. However even the TOTs have difficulties in understanding the concept of value chains and how to start a business without capital (which in turn also undermined the knowledge of trainees).

Not all TOTs were aware of having (in the same village) other TOTs from the same project, such as VICOBAs and Human Rights TOTs, nor had they heard of them, nor ever met them. In general both TOTs and trainees did not have a clear picture of their roles and expectations in the project, with none of the participants in the focus groups having knowledge on why they had been selected to be part of it. Additionally TOTs lamented a lack of follow-up on the part of the project. They all had issues with the distances they had to travel to train and the fact that they had not been paid the last tranche of their travel reimbursement.

At present project staff are considering giving a second "motivational package" to TOTs (a first one was handed out earlier before MPL training -consisting of telephone, credit and some other items) to incentivise them to undertake more trainings. It is to be considered that TOTs only receive a very modest reimbursement of their travel expenses, and no real allowance that can adequately be described as covering costs, as some training take place quite far from the villages, due to the sparse nature of territory. This means that covering travel costs does not cover for meals away, nor taking care of children, nor time otherwise dedicated to house chores. Moreover most of the TOTs have not yet been reimbursed the last tranche of their costs, even though MPL training was completed some time ago and are thus out of pocket from supporting project activities. They were told payment would happen immediately after completion of training. Project field officers stated that this last payment was being withdrawn until all data has been input into the MPL database, but they do agree on the fact that TOTs had been promised to be paid by the end of their training.

This has caused discontent amongst many TOTs, and it has damaged the potential to build a constructive relationship. The second motivational package can go some way to ease the situation.

During fieldwork beneficiaries from all visited areas noted that they were still expecting communication regarding the final selection of trainees for further vocational training. After an initial village meeting, and the announcement of the training to come, no follow up visit was done regarding selection of vocational trainees, and no procedures have been explained on how to select the areas and beneficiaries. This comes despite the fact that a consultant had been commissioned to carry out a leather tanning assessment with the aim to decide which villages would most benefit from training (Baraka and Ketumbeni, in collaboration with other NGOs). This lack of communication has created a certain degree of resentment in the villages that have not been selected, as they have heard about the outcomes of the

selection through hearsay. In Baraka, the local authorities have assigned a building (which is only finished up to foundation level) as the future workshop for trainees. There has been no communication between OIKOS and the LGA regarding the progress on activities and when the building is supposed to be finished. This is proving quite difficult for local village authorities, which feel (in general) that they are not informed timely on decisions, plans, and general progress.

Overall ward and village LGAs feel they are not adequately involved in the activities or that they are not properly consulted.

For Ketumbeni village, the selection of the area where the leather tanning laboratory will be is still to be discussed, local authorities have allocated 2 potential plots, which are both too far from the solar power point, the only source of power in the village, which is necessary for the machinery to operate. Therefore planning and decision making in this regard is required as a matter of urgency.

**The leather training content** covers in-depth technical issues, and step-by-step practical mentoring. It lasts 23 days in total, guaranteeing enough time to trainees to absorb the basic concepts of the trade. The training only covers technical issues and does not extend to basic market access. No investigation of value chains has been done so far, allowing gaps in understanding of the strategies that should be employed to facilitate trainees actually trading following production. The OIKOS project has several value chain experts starting to work in the next month on sister projects, these will be requested to do value chain analysis and market researches for this project.

**MPL materials** are user friendly and targeted for adequate understanding by semi-literate people. The division in 5 sessions for the training is suitable for the training structure. The materials are well designed and have a good amount of pictures, which facilitate understanding.

## **Recommendations**

**Validation, communication and transparency:** In order to avoid the issues of lack of transparency and validation, it is recommended to implement a more participatory process at village level. In upcoming visits for vocational trainees selection, during the village meeting, the procedure for selection and validation of trainees should be clearly spelled out to all present, as well as the expected requirements for time and attendance, and willingness to engage in the actions post training. This should ideally involve a post selection validating village meeting in which leaders should communicate to the wider public the names of trainees selected and answer any questions.

It is encouraged to increase **involvement of local authorities**, at village level, as part of strengthening the inclusion of LGAs in the entire project implementation, which will bring more legitimacy to project activities and guarantee oversight of activities and sustainability of the actions. The project has MoU signed with Longido district two drafts MoUs with the other districts. Every district has appointed a focal person. It is now the case to have a more capillary involvement of the ward and village LGAs, also in advisory processes.

In terms of **future vocational training**, which will involve **meat drying, bee keeping and honey production**, it is strongly recommended that:

- Selection process of trainees is widely communicated at village level.

- Outcomes of selection process are communicated within the selected village and also in the other villages. This will only be possible if a more comprehensive implementation, monitoring and evaluation process is put in place as described in Cross- Cutting Issues section below.
- **Value chain analysis and market research** are essential elements that must be undertaken before promoting production of any commodity. Failure to do so leaves beneficiaries vulnerable to producing a commodity with no market, or one with difficult access to market (transport and storage constraints), or one with no services further up the chain that allow the product to be developed sufficiently to meet market requirements or demands (processed, packaged, branded, etc.). Failure to do the required research and analysis then leaves beneficiaries vulnerable to wasting both time and money, working in a sector that will not provide sufficient income. Additionally the value chain analysis would help more effective planning and pinpoint exactly where interventions should be targeted to overcome obstacles, constraints and relieve “bottle-necks” along the chain. Therefore any future vocational training implementation should be put on hold until these analyses are in place.

For the **second lot of 25 women in leather tanning** from Ketumbeni which is undergoing, it is highly recommended that a market research and value chain analysis is undertaken ASAP. A follow up should proceed without delay, in order to avoid losing momentum with the trainees, which is important to keep their motivation high after training.

**For beekeeping** it is recommended to undertake both value chain analysis and market research before any more steps are taken. At the moment of writing the project has developed an identification of value chains questionnaires for its bee-keeping scoping activities. TRIAS has expertise in beekeeping and has carried out activities in the similar areas in this. It is important to harness this knowledge and have collaboration on this matter. The selection of participants has partially been partially done, but it is important that the groundwork for selection of the type of training, which will surely depend on the outcomes of market research and value chain analysis, is carried out. Failure to do so could result in choosing the wrong kind of training, for example choosing commercial training for a village that does not have any connection with outside market centres, or where transport to these is too expensive.

For **meat-drying activity**, as nothing has been implemented yet, please find below a suggestion for the implementation. It is to be noted that the meat-drying activity did not score very high for beneficiaries' interest and priorities in relation to relevance in the baseline. Additionally, after many stakeholders interviews, including district focal persons, project field officers and beneficiaries, most did not seem to believe that slaughtering cows for dry meat commercial production would be viable, because in Maasai culture the accumulation of cattle demonstrate status is more important than the income they could generate from sale, thus slaughter rarely happens. During the MTE there have been discussions with the project staff about this activity. In the 2 years of implementation and after the result of the baseline, there has been a realisation that the activity is not relevant, and therefore part of the resources could be utilised for different activities, such as monitoring, market analysis, or TOT allowances. Therefore the model below is to be intended as a small pilot which can be used as a small scale intervention and only demonstrates a potential approach for more effective and efficient use of the meat drying technology

## Possible alternate approach for use of the meat drying equipment

This model aims to overcome several of the envisaged challenges now facing the project's activity, namely:

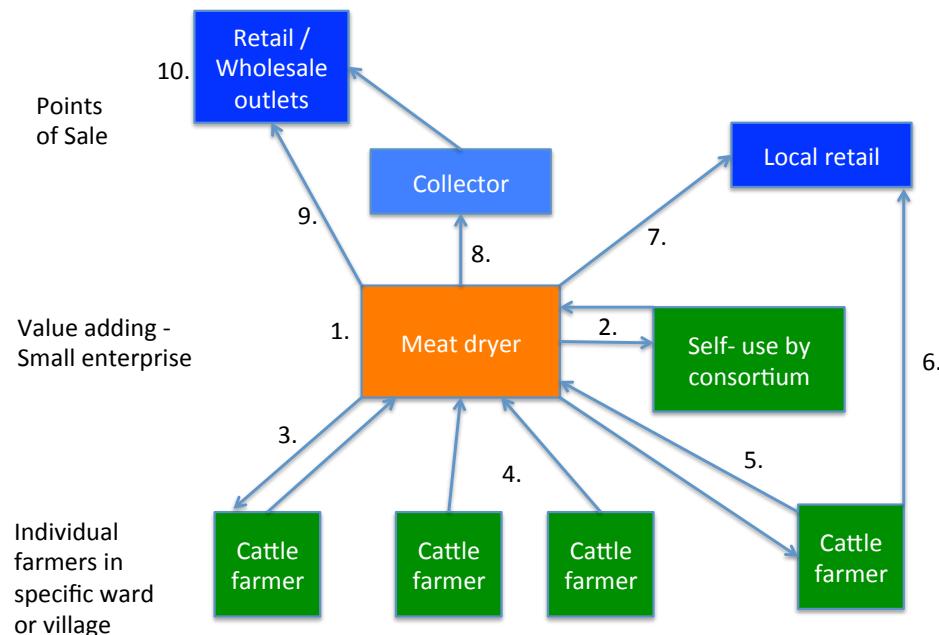
1. Not clearly designed to maximize income generation
2. Low use potential of the equipment, as planned as for use only by consortium members.
3. Does not account for general cultural attitudes against livestock sale unless emergencies require.
4. Does not address food security issues at significant scale
5. Does not add value to products outside of consortium members
6. Does not fit within a potential commodity value chain for dry meat.

## Recommended model for pilot testing

The investment required by this model is to be reviewed and would not entail the whole amount destined to it in the original budget. Surplus budget could be reallocated to other activities as noted before.

The drying equipment should be clearly viewed as a small enterprise, owned by a consortium such as a VICOBA operating as a value-adding service for a specific geographic location. The Pilot could consist of several groups, perhaps one or two groups per district. Each group would be given a share of meat dryers. Training for each group would consist of the pre-envisioned training as per proposal.

## Potential model for use of the meat drying technology



**Key elements of the above model:**

1. Small enterprise, or group, (could potentially be an existing VICOBA group) operated by a consortium of trained women farmers.
2. The equipment is used by consortium members on pre-established terms and agreements.
3. Local cattle farmers may use the service to dry their meat for better storage and reduce spoilage. Payment may be made by cash or proportion of the meat dried.
4. Farmers may sell their cattle to the enterprise, if there is demand created for dried meat further up the value chain.
5. Farmers may simply pay for the service to add value to their beef.
6. If there is market demand then farmers may identify their own market chains and sell the processed meat directly.
7. The consortium can act as a local retail point.
8. Collectors, transporting to the market, will have a point of sale to deal with, that has sufficient volumes to make even remoter locations efficient enough to collect from.
9. If a market can be identified outside the locality, then the consortium will have sufficient volumes to directly supply with the regularity usually demanded by these kind of actors in the value chain.
10. Final markets are envisaged as wholesale, hotels, and larger retail outlets; the project should support consortiums to identify these in early market research.

**Potential benefits of the model**

- Provide a potentially valuable service for a large number of farmers in the immediate vicinity.
  - This can be in terms of food security for improved storage and self-consumption by farmers.
  - Also as a key value adding service in the value chain, allowing farmers to more effectively store and efficiently transport their meat.
  - Reduction of post-harvest losses (spoilt meat) are envisaged to off-set any service costs created by the enterprise.
  - With the greater volume of users it will become a more efficient and effective intervention that can support the entire community (ward or village).
- The larger production capacity will enable it to take advantage of economies of scale; creating a central point of coordination with larger retailers (regular delivery and contracts), collectors (transporters), allow the development of marketing strategies, and act as a local sales point.
- As a small enterprise, run on profit making principles, it will add an additional income stream for consortium members.
- As a small business it will make use of and demonstrate key business principles, taught in the project training. It may also encourage others to replicate the model elsewhere.
- As a small enterprise embedded within the community there will be an inherent flexibility in how the service is paid by its users:
  - Farmers could sell meat directly to the consortium for further processing
  - Users could simply pay a set rate for the service.
  - Users could be required to pay in-kind (a pre-determined quantity of meat)
  - Users could be allowed to pay the service after their sales of dry meat.

For the **re-training of MPLs trainees**, which has been heavily impacted by high drop out rates, it would be essential to understand the underlying reasons why the high loss rates have occurred. This may be done with a short analysis of the possible causes, through questionnaires for a sample of beneficiaries. It would give the foundation for future planning and set a clear direction to re-invigorate this training and re-capture the lost trainees. It seems that just going back to the existing beneficiaries that have dropped out, without substantial understanding of the underlying causes, could just prove a waste of time and a strong potential for repeating the same mistakes. Moreover, the pre and post test questionnaire that was developed and used for the MPL training is useful for factual knowledge and understanding of issues potentially difficult to comprehend by trainees. It can be pulped up with satisfaction knowledge questions aimed at assessing the quality of training and trainers.

**High drop-out rates** also have to be considered from the point of view of quality of the training. If TOTs are not delivering good enough training, or are training on content that does not interest trainees, or if TOTs have been demoralized by expenses in time and travel costs which have lowered their motivation and interest to continue, then it is these kinds of factors that must be clearly understood before any future efforts are developed to address the target shortfalls and a re-design process should be well aware of the issues. From the appraisal gained with the focus groups, all TOTs had an issue with the travel allowance and it seems that if the project needs to re-train so many beneficiaries, it would be very beneficial to revise the travel allowance policy, to make space for a more substantial covering of the expenses, even if this means that a re-structuring of the budget is necessary to reach this aim. Otherwise it seems difficult or nearly impossible to reach the target of 5,000 trained.

## **Result Area 2**

### **Planned**

Activities to achieve Result 2 – Access to socio-economic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established

- A2.1 - Awareness creation on potential for small and micro business opportunities and selection of interested beneficiaries.
- A2.2 - Empowerment or establishment of Member-Based Organizations (MBOs)
- A2.3 - Training and technical assistance for the MBOs management addressed to the MBO boards
- A2.4 - Creation of pilot experiences of Community Social Funds managed by MBOs
- A2.5 - Facilitate access to micro-credit for up scaling of small businesses
- A2.6 - Creation of 8 information points (one for each Ward) within the local authorities' facilities, to provide information and consulting services to the population.

## **Activity to date**

TRIAS conducted all preliminary village meetings with OIKOS and MPF and selected **2,000 beneficiaries** mainly from the list of 5,000 women obtained by Oikos for project's activities under its responsibility. Subsequently TRIAS trained 33 TOTs and formed 103 VICOBAs groups. The groups received the standard training consisting of 4 modules: savings, loans, interests and share of dividends.

**Monitoring of VICOBAs** is done through the MIS (Management Information System), a digital platform that uses also GIS technology. TRIAS has an external monitoring officer who visits all groups to gather necessary data, such as attendance, saving, number of loans, outstanding loans, bank balance, dividends, savings and so on for each of the groups. The MIS analyses data and provides feedback on group strength and quality. Quality for all VICOBAs sits at about 80%, which means they are in acceptable health. TRIAS has managed to collect and update data of 89 groups out of 103. Based on this data, it is estimated that the 103 VICOBAs have 2,875 members, of which 94% (2,703) are women.

In the second year TRIAS developed a **training package SPM (Start, Plan and Manage your business)** to be used a higher level of training for VICOBAs. The SPM methodology has three main sessions: business opportunities and selection of a viable business, defining costs associated with businesses (starting and operating costs) and profit calculation, and business management. This training will be supplied to VICOBAs, MPL and vocational training beneficiaries and will be demand driven. Two pilot trainings took place in February and March 2017 in order to test the tools. TRIAS has also developed the draft strategy for **BDS cycle**, a series of mentoring sessions for a pool of individual entrepreneurs to be identified amongst VICOBAs, MPL trainees or Vocational training participants.

Despite the project document includes the establishment of new MBOs, TRIAS has decided instead to **strengthen established MBOs** in the project area, and has identified 3 until now: PWC, Mwedo and LCDO. The project worked closely with these organisations in capacity building. The MBOs assessed their capacity through **SPIDER methodology**, a tool indicating re-organizational development based on 7 core capacities. All 3 MBOs have on average increased their score by 19% from the previous year. One of the MBOs, PWC, even made a progress of 31%. MBOs received the following training; VICOBAs methodology, data collection, MIS, Marketplace literacy and SPM methodology.

Social funds have been set up and monitored by the project. By the end of year 2, almost all the VICOBAs had a social fund to which they made weekly contributions. The regulation of the social fund is written down in the constitution of the saving group.

TRIAS has observed that most of the social grants are handed out in case of sickness or death (of a family member), floods, or general hardship of a member. In this way the loan fund functions as a type of social protection for community members. More recently these social funds were used to mitigate the effects of drought that affected the region.

## Indicators Review

### Indicator R2 -1

For indicator 1 it will be easier to make sure the indicator is fulfilled if the VICOBAs groups members are recorded. It seems plausible that because the number of target VICOBAs has been exceed by 50%, also this indicator will be exceeded.

| Description of the indicator                              | Target End of project | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|-----------------------|-------------------------------------|-------------------------------------|------------|
| <b>R2 - Indicator 1</b><br>N° of women associated to MBOs | 2000                  | 0                                   | 0                                   | 0          |

### Indicator R2 -2

For Indicator 2, TRIAS has exceeded the target (by almost 50%).

| Description of the indicator                    | Target End of project | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|-----------------------|-------------------------------------|-------------------------------------|------------|
| <b>R2 - Indicator 2</b><br>N° of active VICOBAs | 70                    | 70                                  | 103                                 | 147%       |

### Indicator R2 – 3

This Indicator has also been exceeded.

| Description of the indicator  | Target End of project | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|-----------------------|-------------------------------------|-------------------------------------|------------|
| <b>R2 - Indicator 3</b><br>% of women in VICOBAs groups accessing micro loans | 50% (1000)            | 500                                 | 980                                 | 197%       |

### Indicator R2-4

This indicator is not applicable yet.

| Description of the indicator  | Target End of project | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|-----------------------|-------------------------------------|-------------------------------------|------------|
| <b>R2 - Indicator 4</b><br>Nr. of people (gender disaggregated) who benefit of the information points | 2000/year             | 0                                   | 0                                   | 0          |

## Analysis

TRIAS has a very good record in the project for general set-up of the activities, implementation, monitoring, evaluation and relations with stakeholders and beneficiaries.

According to the MTR analysis, and explained later in this chapter:

- TRIAS's intervention to date, through the set up of VICOBAs and the beginning of strengthening of local MBOS appears to perform **effectively** in achieving the result of poverty reduction.
- TRIAS is **efficient** in leveraging its relations with beneficiaries and stakeholders to work in collaboration. It will though benefit from interlinking and planning with partners in the project, through an enhanced and expanded role of the Steering Committee, which could lead to a more efficient implementation and monitoring.

Relating to Result 2 the project needs to undertake some adjustments to make the achievement of the objectives more practical.

TRIAS has, according to stakeholders such as village leaders, village authorities and beneficiaries, a very good relationship with all, and has (to date) implemented a sound engagement with targets. Beneficiaries are satisfied with the level of involvement in the project and the selection process for activities. LGAs have a positive view of their relationship with TRIAS.

**TRIAS' activities beneficiaries** mostly come from the initial 5,000 selected at the beginning of the project. This means that the subsequent 2,419 beneficiaries that OIKOS added later are not part of the TRIAS pool, which in-turn means that not all VICOBAs have received MPL training. This is a complication for the project that aimed to have all direct beneficiaries trained first in MPL and then in VICOBA methodology. The Project Staff is planning to deliver the Marketplace Literacy training sessions to all VICOBAs by the end of the project.

A further issue is that, even though TRIAS formed VICOBAs from an individual's database, it did not register the names of members belonging to each VICOBA, therefore it is not possible to cross-check the training VICOBA members have received. This reconnects with the previously explored issue of having to reach a target of 5,000 beneficiaries all trained in MPL.

In this situation there will be several VICOBA groups in which some members have received MPL and some not. In regards to re-training, it is a costly exercise to set up training sessions for groups in which training is being duplicated, because some of the members have already undertaken it.

This would have been possible only if the trainings sequence of implementation had been done in collaboration amongst partners. A better coordination of efforts should have targeted the avoidance of duplication and wasting of resources. The issue, of limited coordination of efforts, has come up several times in the course of the MTE and it will be dealt with in detail in the Efficiency chapter, as it impact also on monitoring, and in the recommendations following this chapter.

**Monitoring 103 VICOBA groups** requires a substantial effort and many groups have only met project staff once. The overachieving of the target has its downside, if there is no proportional increase in monitoring. At present the roving M&E officer can only collect data to be input in the MIS system, but cannot give feedback and help if issues arise inside groups. TRIAS is planning to link groups to MBOs in the course of the project, but as these are the early stages of the project, and many groups have not reached the end of their first cycle (at the end of the first year shares are divided amongst members for profit) when it would be very important to have a closer monitoring. Moreover MIS is an important tool, but it can't help members understand concepts. Refresher courses are in the pipeline for the beginning of the third year,

which could go a long way to empower TOTs to be more capable to help VICOBAs groups' monitoring. Also for TRIAS, collaboration with LGAs is very important and will be discussed in the Efficiency section.

**VICOBAs methodology** has emerged as a very comprehensive and sound methodology for survivalist entrepreneurs, and in many instances life changing; for example when it enables women to be able to move to a less intensive more profitable business. TOTs and Trainees met have all expressed positive comments about VICOBAs and the impact on their life. All VICOBAs met were nearing the end of their first saving cycle, before the sharing of dividends, therefore a full picture of their journey could not be gathered. All TOTs found the VICOBAs extremely useful. Trainees found the VICOBAs training understandable, with some difficulties in understanding the social loans modules, and sharing of dividends at the end of the cycle. According to all, the results of training have been life changing in most instances, and all trainees upgraded their business to a better level because of it and the possibility to receive loans. To all TOTs and trainees the role of different partners was not clear, as well as what part TRIAS had in the project. The TOTs did know some of MPL TOTs but not the Human rights TOTs in their villages.

All TOTs expect more support from the project, with refresher courses, which TRIAS has planned for the 3<sup>rd</sup> year. All groups met were hoping for registration at district level but did not seem aware of the existence of the MBOs in their area and the fact that they could help them register. The link between VICOBAs and MBO is vital in the success of the project.

TRIAS is planning to introduce SPM training for VICOBAs, MPL and vocational training beneficiaries that request it, coupled with TRIAS' analysis of which ones are the most successful, this should guarantee a good result. The next step to BDS training, which will involve mentoring on a 6-month cycle for emerging businesses and a grant, requires proper consideration. Selecting criteria for BDS are both qualitative and quantitative, and require a high capital or a predicted growth, which indicate that the business has potential. Moreover TRIAS does not monitor individual businesses growth. There are some concerns on the viability of the strategy to actually identify these businesses successfully.

## **Recommendations**

It is strongly recommended that TRIAS, OIKOS and MPF set up a comprehensive and integrated coordination and monitoring system, beyond the scope of the existing Steering Committee, which will be further elaborated in the Cross-Cutting section.

A key recommendation is to realize that, TOTs empowerment, in order to be able to enhance the support to VICOBAs groups, as well as support effective monitoring, will be essential to success. Therefore the capacity to remunerate adequately the effort and involvement this requires should be revisited. It is very strongly recommended to revise the remuneration of TOTs and extend their training, even though this will require substantial budget changes.

Monitoring of TRIAS activities needs to be more efficient, especially when it comes to VICOBAs groups' support towards ending of their cycle.

It is recommended that TRIAS adopts an evaluation questionnaire to assess satisfaction of beneficiaries to readdress issues in training and inform effectiveness of the project.

It seems that one of the ways for the project to be able to train the target of 5,000 beneficiaries in MPL is to start from the VICOBAs. **VICOBAs represent an entry point for MPL re-training.** Not all members of the VICOBAs have received MPL training and this is one of the objectives of the project. It is therefore recommended that TRIAS collect the names of the members of each VICOBAs and whether MPL training has been completed and include it in the database, so that data can be triangulated at a later stage of the project.

The **link between VICOBAs and MBOs** is also very important, particularly as all groups represented were hoping for registration at district level, but did not seem aware of the existence of the MBOs in their area, nor that they could help them register. This shows that there is a lot of work to be done in terms of information flow and capacity building of the MBOs.

Regarding the information points (an activity due to start from the 3rd year and thus not strictly of concern to the MTR), it would be advisable that the project started by implementing a needs assessment targeting the direct beneficiaries, and assessing what would be the services that they think are necessary and a priority in their areas.

## **Result Area 3**

### **Planned**

Activities to achieve Result 3 - Empowerment and institutional strengthening of 25 existing Traditional Women Groups (TWG).

- A3.1 - Training on leadership, human rights, land rights and labor legislation to Traditional Women Groups' representatives
- A3.2 - Advocacy activities promotion for TWGs at different institutional levels

### **Activity to date**

MPF coordinates activities of result 3. Training materials on leadership, human rights, and labor registration have been developed in collaboration with OIKOS.

MPF report that staff met with traditional leaders in 31 villages across the 3 districts to meet 3 different types of TWG per village and select TOTs. Training of 31 TOTs was carried out and subsequently all trainers had been introduced at village level to traditional leaders, and public by MPF staff.

Training has started in the villages, and at least one session per village has been carried out.

Advocacy activities are to be implemented from year 3 on.

## Indicators Review

### Indicator R3 -1

| Description of the indicator   | Total expected (end of project)                                     | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|--|---|-------------------------------------|-------------------------------------|------------|
| <b>R3 - Indicator 1</b><br>Nr. of women who have reported cases of violence to the local authorities | Positive increase (vs. project baseline + Government Official data) | 0                                   | 0                                   | 0          |

The indicator 1 has no bearing or relevance with the R3 training and objectives. The indicator is too vague to have any meaning, as it does not qualify which kind of violence is being referred to here: domestic violence, physical abuse, sexual violence, emotional violence, or other. There is no reference made to violence in the training manual, therefore there are no preventative measure or interventions planned by the project in this area. Moreover, even if there were, the project could not prove to single-handedly have influenced an increase in reporting of violence, and sometimes increase in reporting of violence means that there is an actual increase of violence, not an increase of reporting. The project baseline's question framed around violence is extremely vague, asking whether respondents have ever reported a case of violence, without further elaboration on which type of violence.

This indicator therefore should either be revised in order to specify which type of violence or completely removed. It is recommended to remove it, as the project does not appear to have designed or implemented any activity that could realistically influence reporting of cases of violence.

### Indicator R3 -2

| Description of the indicator   | Total expected (end of project)                | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|--|--|-------------------------------------|-------------------------------------|------------|
| <b>R3 - Indicator 2</b><br>Nr. of women aware of the meaning of human and land rights (able to mention a higher number of concepts on human and land rights) | 60% Increase (vs. result of entry + exit test) | 0                                   | 0                                   | 0          |

The human rights manual and booklet gives no explanation specifically of the concept of Human Rights. This indicator should be revised to exclude the question on human rights or the human Rights training revised to include human rights.

### Indicator R3-3

| Description of the indicator  | Total expected (end of project)                                     | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|---|-------------------------------------|-------------------------------------|------------|
| <b>R3 - Indicator 3</b><br>Nr. of women who have linked with service providers such as social services. | Positive increase (vs. project baseline + Government Official data) | 0                                   | 0                                   | 0          |

Also in the case of this indicator it would be very difficult to prove that if there is an increase of women who have linked with social services and that this is directly caused by the project. Many other intervening factors could have the same result. Moreover the positive increase that should be measured by the project baseline is very tenuous, as the baseline simply asks whether beneficiaries have ever benefitted from services related to health and education, making it impossible to differentiate an increase level and which type of service is the one that has changed, as they are clustered together.

It is recommended to revise the indicator to measure the number of women who have been **directly** linked to service providers, and also to specify which kind of service providers, in order to make it easier to measure the impact.

#### Indicator R3 – 4

| Description of the indicator   | Total expected<br>(end of project)                                  |
|--|---|
| <b>R3 - Indicator 4</b><br>Nr. of women in charge of key positions within local institution authorities (village and Ward level) | Positive increase (vs. project baseline + Government Official data) |

Equally for this indicator, it is near impossible to attribute increase in employment at village and ward level directly attributable to the project. Any number of reasons could influence the outcome, such as increase in enrollments in university degrees and secondary schools, change of policy of the government, and so on and so forth. This makes it impossible to attribute indication of success to the project in this instance. It is strongly recommended to revise it with a more realistic indicator of success of women empowerment.

#### Analysis

According to the MTR analysis, and explained later in this chapter.

- MPF interventions to date, through training of TWG leaders and consequent training of members of these groups appears **partially effective**.
- MPF is **not efficient** in relations with beneficiaries and stakeholders and partners in the project. It would benefit from interlinking and planning with partners in the project in a more efficient way, therefore strengthening the Steering Committee as mentioned above, which could lead to more efficient implementation and monitoring.

The MPF intervention in 31 villages of the district appears to have met a few obstacles. Discussion with village leaders, stakeholders and beneficiaries indicates that, from the beginning, there was no clear understanding of what the human rights training would entail and centre around. TOTs did not know why they were selected until they went to training. Village leaders and VEOs in Armanie, Engushai, Mbuyuni, Naiti and Makuyuni are not clear about the training. In Engushai and Armanie training was not yet introduced officially to Village leaders and VEO.

No monitoring of activities has happened as yet, mainly due to the fact that MPF consists of only 2 project staff and the area they are to cover is vast. At the time of the MTR there is no clear picture of the status of implementation of the training. This situation could have been helped by stronger connection of the different project partners and by collaboration of field officers during missions. Some of the field

officers of OIKOS or TRIAS could have done monitoring or supervision for MPF. This will be later discussed in the efficiency section.

The training material provided to TOTs is very complex and seems to require a high educational level to be understood. The sessions pertaining to gender relations and “social” rights have no explanation of human rights concepts. Neither use of examples, stories, nor images is made. Exercises in the first part, pertaining of social rights, limit themselves to ask people to discuss issues that are barely explained beforehand and assume some knowledge.

The pre and post entry questionnaires are also very complex and require a lot of in-depth explanation on the side of trainees, which appears too difficult for semi-literate people. No evaluation of the training is asked from TOTs or trainees. There is therefore no way to establish if the training is successful, or where the training is considered difficult. TOTs considered the training useful, especially for the Land Rights part. TOTs thought that many of their trainees considered the training difficult.

According to the TOTs met during the field visits, the project did not give guidance to TOTs to organise training sessions for TWGs. Most of them organised separate meetings for training, did not use the normal “get-together” times of the TWGs. Consequently there was a reported significant drop-out of trainees— many trainees expected to be paid to attend. This requires attention from the project.

The concepts of this training are also difficult to deal with in the context of traditional Maasai culture, particularly regarding the position of women in society (even though just briefly touched in the manual) and the right to inherit land and property. These difficult aspects should not be under-estimated, the subject is of a highly sensitive nature, and there have been a few cases reported to MPF in which TOTs have been warned not to continue training.

## **Recommendations**

It is strongly recommended that MPF undertakes introductions to village leaders in all villages, briefing on exactly what this training is about. If village leaders, VEO and WEO are informed, then it would be easier to have their support and make the training more accepted in the target areas. It would be very beneficial to have village leaders and LGA attend separate HR training.

It is also strongly recommended to make a comprehensive revision of the materials in order to:

- Define human rights concept
- Include women's rights
- Simplify the land rights section
- Make the manual more user friendly, including pictures, exercises, ice-breakers and role-play
- Include exercises that allow people to reflect on the concepts rather than having to repeat the concepts.
- Included a post-test evaluation that can give information on trainee's satisfaction on the quality of the training.

It is also strongly advisable to make sure that for the outstanding trainings, TOTs receive clearly the guidelines for training implementation, such as set up schedule for training during a normal TWG meetings, not separate the groups. This can be added

to the guidelines for the use of the manual, as trainer notes. Moreover TOTs should ideally train in pairs, in order to give support to each other, preferably male and female, to make concepts more accepted by both sexes, and give more protection, if needed, to TOTs.

Given the relative weakness of MPF, it would be necessary to contract an external consultancy expert in Human Rights to strengthen capacity and delivery of Result 3. This will require a reallocation of budget.

## **Result Area 4**

### **Planned**

Activities to achieve Result 4 - Awareness and knowledge increased among pastoralist target villages on civil and social rights.

- A4.1 - Development of communication and awareness raising program and materials in Maasai language.
- A4.2 - Awareness campaign through radio, posters and brochures.
- A4.3 - Organization of roundtables for discussion on informal economy and sharing of pilot experience results, involving local authorities and key stakeholders.

### **Activity to date**

Radio programmes were designed for both national and local broadcasters. The content, format, length of the programmes have been finalised. The local radios have programmes which are centred around Maasai pastoralists women issues. The National radio's programmes are focusing on more general issues around women in education and health issues.

A theatre play has also been developed by a contracted company, Esarunoto, which performed in 3 street theatre plays, which correspond to about half of the performances planned for the first 2 years. The play involves the public as actors in the last part, to try to elicit opinions about the situations presented, such as violence within families, women's rights to access loans, marital control over resources and communities perception on women's empowerment.

Project brochures and posters have been developed and printed.

The rest of the activities are to be implemented from the 3<sup>rd</sup> year onwards.

## Indicators Review

### **Indicator R4 – 1**

This indicator should be revised to be able to pin-point a more accurate measure of the connection between project activities and change in society. Activities initiated by this project seem unlikely to be responsible for an increased access to information of civil and social rights for 250,000 people. It is not clear how this would be measured.

| Description of the indicator   | Total expected (end of project) | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|--|---------------------------------|-------------------------------------|-------------------------------------|------------|
| <b>R4 - Indicator 1</b><br>n° of people (disaggregated by gender) with increased access to civil and social rights information | At least 250.000                | 0                                   | 0                                   | 0          |

Also this indicator could be revised by stating that the reference to Maasai women' rights is made in connection with articles about the project.

### **Indicator R4 – 2**

| Description of the indicator  | Total expected (end of project) | Total expected (end of second year) | Total realized (end of second year) | Status (%) |
|---|---------------------------------|-------------------------------------|-------------------------------------|------------|
| <b>R4 - Indicator 2</b><br>n° of references to TWGs and Maasai women rights in media and official documents | 10 articles                     | 0                                   | 0                                   | 0          |

## Analysis

Awareness activities through radio and theatre are:

- Relevant to the target audience
- Potentially effective to reach their target, especially the theatre play
- Efficiency could not be assessed as the radio messages have not started yet and the theatre has just had a limited implementation and could not be observed.

The type of communication tools chosen is suitable to the area the project covers and the target audience. Maasai communities do not have access to TV, newspaper or internet. The main way to spread information is via radio.

The message chosen by radio communication appears very well tailored to the target audience, with more Maasai specific messages for the local radio and more generalist messages pertaining to women vulnerability in the national one.

Theatre is a much loved form of entertainment in many rural communities and has been used for many decades by various actors in the development sector, conveying all types of social messages, usually with success. What makes this type of theatre even more special is the improvisation part of it. At the end of the play the public is asked to become actors and improvise a story line. Improvisation is a dynamic tool for undermining the power and authority of oppressive forces, because participants in improvisation are, by definition, departing by a predetermined script and are making up a new story that might just give power to people not currently in that position.

Improvisation is a tool for exposing hypocrisy within society and can bring into question foundational belief systems that can be rooted into culture, such as position of women in society. Doing this imagining in a group setting can help women evaluate the benefits and risks of imagining change within traditional roles and structures. Ultimately it can begin the process of deciding for themselves what kind of change is an improvement for their lives and the price they will likely pay for that change.

### **Recommendations**

No recommendations for this result at this time.

## OVERALL PROJECT REVIEW AND CROSS CUTTING ISSUES

*The following points should be viewed as a summary and detailed analysis of relevance, efficiency, effectiveness and sustainability that have been included in throughout the findings and linked with specific technical components in the report that precedes this part. The report is developed in this manner to allow project staff and partners to clearly follow where challenges and constraints have been identified and lead them on to specific and targeted recommendations.*

**The partnerships** that have been identified to implement the project actions are highly appropriate to the task, and support both effective implementation and the potential for long-term sustainability. OIKOS has a long history of interventions in the region and is widely known and respected actor. TRIAS, holds great expertise in micro-credit facilitation for pastoralists in a wider regional context than the one in this project, thus it can facilitate IMW to build on existing institutional knowledge and on lessons learnt. A weaker link in the partnerships is MPF. MPF has low technical and manpower capacity.

Key technical documents for the various training components are strong, well regarded by trainers and beneficiaries, and have been produced and disseminated. However there is a gap in the documentation when it comes to the overall model itself. As such there is a lack of clarity in the focus of the work, particularly in how this can be used to influence the work of other development actors as well as what change the actions are targeting within supporting institutions. The need for a strategic plan to be installed cannot be over-stated, as there are limited impacts that are felt throughout the project:

- **No theory of change**, the four results areas are all logical choices in actions that could effect positive change to Maasai women in Tanzania, and all components are deemed relevant in both focus and approach. However, a lack of a coherent strategy and model of change for the project has led to coordination weaknesses and lost opportunities across the whole project. This is particularly the case for the loss of potential synergy between components, which could have been leveraged to great effect from mutually supporting actions.
- **No clear policy and practice targets** are noted in the documentation or understood by project staff. Basing on the principles and key approaches that should be developed (as noted above) there should be a clear plan showing the model of change. This would identify exactly what are the changes needed in the current context of target districts, even nationally, and who are the actors that should bring about this change. To give an example; the district is a key partner in the project and it is also providing micro-credit, the project is demonstrating the use of small business models from household economic calculations that improve the repayment potential of small loans. This logical and responsible approach to credit is a key message that needs to be shared clearly with well-targeted practice change-agents in the district, as well as other credit providers. This then gives rise to a very tangible strategy of what change is needed, who to share this simple but effective message with, and how to best deliver that message.
- **No clearly defined partnership strategy** underpinning implementation.

First of all partners are seen by stakeholders as individual agents and not as a cohesive force. This also brings confusion in what the general objectives of the project are on the side of stakeholders. The weak strategy, despite the existence of a Steering Committee, also allows for individual organisational actions that have not integrated so far, resulting in chaotic implementation and waste of resources, as actions that can be planned together are done individually and then repeated. This is particularly true when it comes to training or monitoring. Neither training nor monitoring actions have been integrated amongst partners, every organisation is trying to achieve their goals separately, sometimes going to the same locations but not informing the others.

**A general overview of the action gives an image of a project that does well in representing the needs and aspirations of the community.** However during the first two years, probably due to the intensity of the implementation process, there are some issues that have been overlooked, and a good time to highlight them is at the MTR, when it is perhaps the ideal time to make the necessary corrections and changes to maximise impact in the last phase.

The project's partners have so far worked in relative isolation from one another, despite the Steering committee meetings. It can be argued that up to now most activities were setting up and not interconnecting yet, it can also be said that a stronger collaboration from the beginning would have helped all partners, especially as mentioned before in monitoring and implementation.

As noted before, the project holds regular strategic meetings of project managers, and stakeholders, however there have never been meetings amongst field officers of partner organisations and no joint planning of activities, which could have been crucial to maximise resources, improve efficiency and learn from the challenges overcome by others.

At grassroots level, MPL HR and VICOBAs TOTs have superficial knowledge of each other, but could have strengthened each other's implementation and monitoring. There is a need to enhance their collaboration and integration.

**LGA engagement, especially at ward and village level** is also very important and it could provide much needed support in monitoring and sustainability. Village level authorities are especially important, and deal with issues on different level to village leaders, who represent the cultural authority, which does not necessarily represent the interest of women beneficiaries. LGA representation of the government can be particularly useful when dealing with exclusion, land issues, property rights and other rights enshrined in Tanzanian law.

**Gender impact.** An overwhelming majority of the female beneficiaries interviewed told us they had a very positive view of all activities, and found training and objectives potentially useful to improve livelihoods. No negative impacts on women were found.

However, apart from financial gains and technical capacity building, the project has not really addressed yet women's social empowerment. An important issue when dealing with economic empowerment is the clear link to decision making at household level; improving income is not necessarily affecting the capacity of women to decide for themselves and their dependents what to do with that income. The VICOBAs structure can go some way in influencing that process by providing a "safe"

recipient for savings, but it does not solve the problem of decision-making on the destination of extra income after sharing of profit.

## RELEVANCE

There are several key findings that can be drawn from this approach, the most important of which is that IMW is a logical and comprehensive approach to pastoralist women economic empowerment.

The project aims at poverty alleviation through interventions to support the poor to develop economic activities, within the support network of socio economic structures, such as VICOBA groups coupled with their subsequent linking to more formalised structure, MBOs in the area, which can provide further assistance and linkages to credit. This is a development approach that has proved successful in many parts of the world and is widely regarded as a key method for asset accumulation and growth amongst small-holders.

Targeting actions towards ethnic Maasai women has meant that the project is targeting its project at a population demographic that demonstrates:

- The highest proportion of poor in Tanzania;
- Lowest education outcomes, including high rates of illiteracy and low numeracy.

As such the project is seen to be targeting the right demographic in the most appropriate way, hence it is very relevant.

Relevance also relates to the appropriateness of the strategy to achieve objectives. In vocational training the **market research and value chain analysis are directly linked to relevance**, as this research is an essential element that must be undertaken before promoting production of any commodity. It would ensure that the activities implemented result in success. Failure to do so leaves beneficiaries vulnerable to producing a commodity with no market, or one with difficult access to market (transport and storage constraints), or one with no services further up the chain that allow the product to be developed sufficiently to meet market requirements or demands (processed, packaged, branded, etc.). Failure to do the required research and analysis leaves beneficiaries vulnerable to wasting both time and money, working in a sector that will not provide sufficient income. Additionally the value chain analysis would help more effective planning and pinpoint exactly where interventions should be targeted to overcome obstacles, constraints and relieve “bottle-necks” along the chain. Therefore any future vocational training implementation should be put on hold until these analyses are in place.

## EFFICIENCY

Efficiency has been greatly enhanced through allocation of activities to partners with technical capacity in specific areas. OIKOS has strong technical experience in the delivery of vocational training to pastoralist communities, having several projects ongoing in the same areas with similar objectives. TRIAS has a long expertise in micro-credit delivery. MPF is the partner in need of support as it has a lower technical

capacity and limited manpower.

The collaboration amongst partners can be enhanced by the formalisation amongst partners, through a strategic planning process, of future implementation strategy, coordination of activities, and collaborative monitoring.

Efficiency can also be heightened by maximizing the relationship with external stakeholders, especially LGAs. Improvement of the involvement of LGAs in project activities, such as, Ward and Village authorities can enhance the oversight of activities, adding to improved monitoring and sustainability through institutionalization of project approaches.

In terms of budget allocation against targeted achievements, the project would be more likely to achieve its target results through a re-allocation of resources that prioritizes more resources to TOTs training beneficiaries. This is especially true when considering that the project still has yet to reach the great majority of its target beneficiaries for MPL training. The outstanding amount of women can only be reached if there is an analysis of the obstacles.

Monitoring of different activities is a huge task, given the vast geographical area and the fact that villages are very distant from each other, and in remote parts of the country, and for these reasons OIKOS has not managed to monitor implementation of all MPL training to date. TRIAS has employed an external officer to undertake monitoring and input of data into MIS system. MPF has only managed a very partial monitoring. As mentioned before the problem also lies on the fact that monitoring has not been synergised amongst actors, especially at field level, with field officers not really having contact or planning with each other. This has led to reduced efficiency in monitoring.

## EFFECTIVENESS

**The overall effectiveness in the design** of this project (so far) is good. The project has an underpinning theory to give incremental knowledge to survivalist entrepreneurs, which will eventually allow a small percentage to emerge with comprehensive understanding, and the rest to have an improved knowledge of socio-economic structures and concepts. As such, there is a set of good activities to reach this goal.

Effectiveness may be considered as sufficient if simply taken as a measure of how well the project is working in delivering its objectives, as defined by key indicators in the log-frame. However, what is lacking in these key indicators is a measure of quality.

**The selection process of 5,000 main beneficiaries** of the project appears to leave many grey areas related to the transparency of the process, as village leaders were asked to select without an external validating process. The majority of trainees abandoned training after two sessions, creating a situation in which the project is now forced to re-train a huge amount of beneficiaries. Even though the project still has high probability of being effective, and can reach the target number of beneficiaries, an understanding of why and how this has happened needs to be in place, in order to inform a more effective re-training process. This may be done with

a short analysis of the possible causes. It would give the foundation for future planning and set a clear direction to re-invigorate this training and re-capture the lost trainees. At the same time there is a need to revisit the selection process of trainees for the future selection of MPL beneficiaries.

**High drop-out rates** also have to be considered from the point of view of quality of the training. If TOTs are not delivering good enough training, or are training on content that does not interest trainees, or if TOTs have been demoralized by expenses in time and travel costs which have lowered their motivation and interest to continue, then it is these kinds of factors that must be clearly understood before any future efforts are developed to address the target shortfalls and a re-design process should be well aware of the issues. Issues with TOTs allowance have been widely explored and it seems that if the project needs to re-train so many beneficiaries, it would be very beneficial to revise the travel allowance policy.

**The Training material** for MPL and VICOBA appears effective to reach the desired outcome. Both trainings needs to have a post training evaluation, based on both quality of training and TOTs, in order to inform and evaluate the effectiveness of the training. Communication tools are appropriate for the target audience and are well designed. Human rights training would need a comprehensive revision and also the strategy used to deliver it, which at the moment does not provide for TOTs safety.

## SUSTAINABILITY

Sustainability of project will depend on the level of **ownership of beneficiaries** and supporting institutions, and how well designed activities are to actually really empower beneficiaries. In this regard, there are some doubts as to how well knowledge on rights issues will be first learnt and then retained by trainees. Which further negatively impacts on the long-term change expected from this learning.

At present sustainability has room for improvement, lacking so far a real inclusion of local authorities in supporting and overseeing the project and its activities, consideration for re-allocation of budget for this should be explored. The impact of this is that the potential for institutional learning (by the agriculture extension services in the leather tanning process, for example) is lost, and therefore the potential for LGA support after project closure is also lost.

Without a clear understanding on the viability of accessing markets for the three supported production commodities (dry-meat, honey and leather/handicraft) it is impossible to predict their sustainability as income generating activities. If there is a viable and accessible market demand for the products, then the small enterprises will sustain, if no income can be generated then they will fail. However, none of this can be predicted at this stage, as there is only a beginning of market research or value chain analysis for honey production and none for leather tanning. The project is at the moment working towards including these activities into their programming.

## CONCLUSIONS

The project focus, intended outcomes and approach can be considered as **highly relevant** to the beneficiary target group:

- Maasai minorities represent the highest proportion of the poor, with the lowest rates of literacy and numeracy in Tanzania.
- Women are traditionally the family members who are most excluded from socio-economic services opportunities.
- Women are also traditionally the most excluded by cultural traditions to enjoy civil and land rights.

The **effectiveness** of the project, looking at how well the project is performing towards the accomplishment of its objectives, is sufficient, as almost all quantitative indicators have been fulfilled for the second year and some are exceeded (by TRIAS). Lack of attention to qualitative aspects, such as validation of the selection process for training, communication to stakeholders and beneficiaries, and no value chain analysis has hampered effectiveness and need to be addressed in the next phase.

**Efficiency** has been greatly enhanced through allocation of activities to partners with technical capacity in specific areas. OIKOS has strong technical experience in the delivery of vocational training to pastoralist communities, having several projects ongoing in the same areas with similar objectives. TRIAS has a long expertise in micro-credit delivery. MPF is the partner in need of support as it has a lower technical capacity and limited manpower.

Greater collaboration and coordination between partners and their implementing staff, at all levels, would further strengthen efficiency.

**Sustainability** of the project can be enhanced by a more efficient inclusion of LGAs in project activities and monitoring. Lack of value chains analysis so far for all the vocational training also impacts negatively on sustainability, however at the time of the MTE write up these two activities are in the pipeline.

## RECOMMENDATIONS

*Please note that the following notes are to be considered a sum-up of recommendations previously discussed at length in the chapter dedicated to the actions.*

As noted above, the partner choices are highly relevant to the project efficiency, and the potential for long-term sustainability, through partnership is possible. However, the model that emerged now presents an approach to Maasai women economic empowerment development that has not been fully reviewed and defined clearly; This is leading to some internal confusion and lost opportunities as well as **reduced effectiveness, sustainability, and impact.**

**Recommendation:** Conduct a participatory reflection and strategic planning process on the current project model. In doing so clarify/identify and document:

- The needs that IMW sets out to address, both in terms of beneficiary needs and institutional gaps.
- The opportunities for addressing these needs
- The key principles or values that IMW is using to make direct and institutional change.
- The key approaches and methodology for IMW implementation, to be used for both internal project clarity and the creation of sharing documents.
- The actors and partners through which change will happen, both during project implementation and the institutional change that is expected to follow.

In order to maximise effectiveness, efficiency and sustainability of the project, parallel to the strategic planning process there is the need to undertake a capacity building process for project and institutional partners, aiming at pointing the way forward for collaborations at different levels. This should happen following with the strategic planning.

**Recommendation:** For this exercise the MTR findings should be taken into consideration and used to **build an approach that:**

- Increases the role of the steering committee, towards a real joint decision making partnerships and a tool for revision of impact targets.
- Understands the need for field coordination and set up mechanisms for joint implementation of activities and monitoring through capacity building of the coordination of partners field officers. Same tasks as the committee is envisaged for field level.
- Considers that the role of TOTs is essential to deliver training, oversight, assistance and monitoring. This entails structural improvements to enable TOTs to be more capable of delivering these actions, by providing training, incentives and remuneration. Different TOTs should be able to network and help each other. TOTs should be linked to field officers to help monitor actions in the field and provide support when needed.
- Links more effectively to ward and village LGAs to increase project capacity, sustainability and monitoring. District level has the mandate to task Ward level, which in turn has the mandate to task village level. District extension officers should also be included, such as livestock extension officers for leather tanning.

**Recommendation:** In considering effectiveness and efficiency and the capacity building necessary the relative institutional weaknesses of MPF in delivery and monitoring of project actions needs to be addressed and further support will be required if they are to meet their objective targets. It is highly recommended to undertake an external consultancy in Human Rights to strengthen both content and delivery of the trainings.

During the strategic planning process, particular attention must be given to how to strengthen MPF capacity to deliver and monitor actions. This might entail that the 2 other partners shoulder some of the responsibilities in implementation, coordination and oversight that are now under MPF.

**Recommendation:** Relating to relevance and effectiveness in regards to shortfalls in quality; the project needs to prioritize the following steps.

- Improve the validation (transparent and accountable) process in the selection for training to be used by village leaders and beneficiaries.
- Improve communications to stakeholders and beneficiaries regarding project outcomes and decisions.
- Revise the human rights training manual and pre- post test with trainees, to make them more user friendly.
- Address quality issues related to TOTs in MPL and devise a strategy for re-training that considers compensating them adequately for their input in the project. This may require budget reallocation.
- Undertake value chain analysis and market research (at the moment of writing the project states they are being undertaken) for vocational training commodities and use the results to direct future project actions.
- Design post-training (satisfaction) questionnaires for VICOBA, MPL, HR, SPM and BDS, would be valuable to provide trainers with qualitative data which can help them to pinpoint emerging issues with the understanding of training, and beneficiaries satisfaction with the method of delivery.
- Contract an external consultancy with Human Rights experts to strengthen the delivery of Result 3. This will require a reallocation of budget.

Project indicators have to be comprehensively reviewed and it is recommended to revise and replace all indicators for R-3, and indicator 1 in R4 (please refer to the specific Result sections in the report).

## ANNEX 1: TOR



### **Investing in Maasai women for improving rural community well-being DCI-HUM/2014/341-127**

#### **Terms Of Reference for the midterm external evaluation**

##### **Description of the project:**

The project "*Investing in Maasai women for improving rural community well-being*" funded by EU is implemented by Oikos East Africa ([www.oikosea.org](http://www.oikosea.org)) in partnership with four partners:

- Maasai Pastoralist Foundation (MPF)
- TRIAS
- Marketplace Literacy Communities Trust
- Istituto Oikos.

The Action aims at improving Maasai pastoralist women knowledge and skills in three district of the Arusha Region (Arusha, Monduli and Longido) through an integrated strategy which combines the training of selected women with traditional groups' support, the improvement of social services and the development of local economy.

The intervention started in April 2015 and will be ending in March 2019.

**General objective:** Contribute to reduce poverty and improved livelihoods of vulnerable rural Maasai communities in Arusha Region.

**Specific objective:** Promote the social and economic inclusion of Maasai women groups in pastoralist communities of Arusha, Monduli and Longido Districts.

The project foresees **4 results:**

Result 1 – Developed skills to improve employability and income-generation activities among rural women

Result 2 – Access to socio-economic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established

Result 3 – Empowerment and institutional strengthening of 25 existing Traditional Women Groups

Result 4 – Awareness and knowledge increased among pastoralist target villages on civil and social rights.

With reference to the above mentioned results, the main outputs of the action are the following:

- 5,000 informally educated and low-income women capacitated in Marketplace Literacy and their entrepreneurial and consumer skills improved;
- 8 VICOBA groups coordinated by qualified women able to promote VICOBA growth, investments and planning;
- 500 women able to recognize physical, emotional and economical abuse;
- Changing attitude through street theatre, radio spot and programmes and promotional material.

#### **Overall object of the evaluation:**

The main object of the evaluation will be the **relevance** of the intervention (whether the objectives respond to the needs and priorities) and its **effectiveness** (whether the objectives are likely to be achieved). The effectiveness relates also to the appropriateness of the strategy to achieve those objectives and the feasibility of the intervention. **Efficiency** (an evaluation of the efficiency of the project such as aspects of day-to-day management and monitoring at different levels) will also be assessed.

#### **Specific objectives of the mid-term evaluation mission:**

- To determine the contribution of the project to Maasai women social inclusion in project villages.
- To explore if the intervention is relevant, effective and able to show impact towards reducing poverty.
- To assess the methodologies used by the project, with specific focus on the Marketplace Literacy Training Programme, VICOBA approach, communication tools.
- To assess the sustainability and quality issues linked to it such as, cooperation among partners, involvement of local authorities at different level, community participation, cost-effectiveness, linkages with other OIKOS programmes.
- Review project logical framework and indicators.
- Give recommendations for further action in the next 2 years.

#### **Indicators:**

The indicators designed in the Logical Framework of the project will be the main reference for the evaluator. All relevant indicators that will be identified during the project implementation or by the evaluator herself/himself will be also considered.

#### **Composition of the team:**

1 evaluator, 1 interpreter, 1 driver (Project Manager and/or relevant project staff will accompany the team when necessary). Interpreter and driver will be provided by OIKOS.

#### **Procedures/Methodology:**

The evaluator will have to work in Arusha Region, Districts of Longido, Monduli and Arusha where the target communities are.

The main steps will be:

- Briefing with the Project staff
- Meetings with project partners and Steering Committee to get a picture of the present project context;
- Field visits to look at the project in all the different aspects;
- Meeting with relevant project's stakeholders

#### **Debriefing:**

The evaluator will debrief OIKOS Director, the Project Manager, the partners and the national and international staff who work in the project.

#### **Reporting:**

The evaluator will have to report to the Project Manager and Oikos Director. The reporting will foresee the following steps:

- Debriefing: On the last day of mission, the evaluator will present key findings and recommendations to the project implementation team.
- Draft report: Within 2 weeks after the end of the field mission, the evaluator will submit one soft copy (in MS Word compatible format) to Oikos Project Manager
- Final report: Within 10 days after having received comments from Oikos (including those provided by EU), the evaluator will submit one soft copy (in MS Word compatible format) to Oikos Project Manager.

#### **Detailed job description:**

Visit to all the different activities targeted by the project (Marketplace Literacy modules, technical trainings, VICOBA performance, Traditional Women Groups, communication tools); evaluation of women's involvement, evaluation of the proposed income generating activities (leather and honey), evaluation of project implementation and management, interviews with different stakeholder, recommendations.

#### **Suggested Report Format:**

The Evaluation Document will be written in English using the following outline:

##### ***1. Title Page***

The title page will state the name and project number, names and titles of consultant, and date and name of the document.

##### ***2. List of Acronyms***

Unusual or obscure acronyms should be identified at the beginning of the report.

##### ***3. Executive Summary***

The executive summary synthesis should be no more than two pages in length and will include: background of project, evaluation methodology, accomplishments and impact of the project, key concerns and recommendations.

##### ***4. Table of Contents***

The table of contents should outline each major section, appendices, figures, maps, tables, etc.

##### ***5. Body of the evaluation***

The body of the evaluation report will include the following in sequential order:

- **Introduction:**

The introduction should include at a minimum two paragraph: introduction and structure of the document.

- **Evaluation Methodology:**

The evaluation methodology should include a deep description of the evaluation method(s) used.

- **Short description of the project**

- **Analyses of the project plan, impact analyses and sustainability**

This part should focus, at least, on the efficiency, effectiveness, relevance and impact of the intervention. An evaluation of the Logical Framework and suggestions on the choice of the Objectively Verifiable Indicators (OVIs) should also be included.

- **Conclusions and Recommendations:**

This section presents the main conclusions and recommendations for the following 2 project years.

**6. References: documents studied, reviewed and referred during the mission.**

**Expertise required:**

**General professional experience:**

- Documented experience in Rural Development Projects and gender approach with NGOs, preferably 10 years but a minimum of 5 years.

**Specific professional experience:**

- Documented professional experience in Monitoring & Evaluation of rural development projects, preferably 6 years but a minimum of 3 years;
- Documented professional experience in gender-based activities;
- Documented experience in advocacy;
- Experience in working in difficult environments;
- Experience in Tanzania and/or in Eastern Africa or similar areas;
- EU funded project M&E experience.

a) **Work plan (indicative)**

| <u>Dates</u>  | <u>Activities</u>  |
|---------------|--|
| Day 1         | Arrival at Oikos, introduction to the project and interview with project Manager |
| 2nd – 4th Day | Meeting and interviews with project staff, Partners and other stakeholders       |

|                            |   |
|----------------------------|---|
| 5th - 10th Day             | Field visits  |
| 11th- 12th Day             | Office work, discussions, preparation of the briefing note, debriefing with OIKOS staff and partners. |
| 13th- 18 <sup>th</sup> Day | Reporting   |

b) Period of execution: 4<sup>th</sup> – 31<sup>st</sup> May 2017

c) Estimated costs and payments:

Offer shall include taxes, insurance, food and accommodation according to the maximum available budget for the midterm evaluation.

Payments under this contract will be made in EURO.

The payments will be made according to the following schedule:

| Tranche      |   | < >                         |
|--------------|---|-----------------------------|
| 1            | Pre-financing payment                                       | (30% of the contract value) |
| 2            | Balance – after submission and approval of the Final Report | (70% of the contract value) |
| <b>Total</b> |   |                             |

d) Dead line and documents required

CV in English, highlighting the expert experience related to the task and the financial offer, must be sent by email before the **21<sup>st</sup> of April 2017** at the following email address: [segreteria.it@istituto-oikos.org](mailto:segreteria.it@istituto-oikos.org).

Please specify on the object: **TZ/17/MDEE 01 Investing in Maasai Women mid-term evaluation.**

## ANNEX 2: INCEPTION REPORT



### Mid-Term Review - Inception Report:

## Investing in Maasai women for improving rural community well-being

### BACKGROUND<sup>1</sup>

The project is funded by EU and implemented by Oikos East Africa ([www.oikosea.org](http://www.oikosea.org)) in partnership with four partners:

- Maasai Pastoralist Foundation (MPF)
- TRIAS
- Marketplace Literacy Communities Trust
- Istituto Oikos.

The Action aims at improving Maasai pastoralist women knowledge and skills in three district of the Arusha Region (Arusha, Monduli and Longido) through an integrated strategy which combines the training of selected women with traditional groups' support, the improvement of social services and the development of local economy.

The intervention started in April 2015 and will be ending in March 2019.

**General objective:** Contribute to reduce poverty and improved livelihoods of vulnerable rural Maasai communities in Arusha Region.

**Specific objective:** Promote the social and economic inclusion of Maasai women groups in pastoralist communities of Arusha, Monduli and Longido Districts.

#### The project foresees 4 results:

- Result 1 – Developed skills to improve employability and income-generation activities among rural women
- Result 2 – Access to socio-economic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established
- Result 3 – Empowerment and institutional strengthening of 25 existing Traditional Women Groups
- Result 4 – Awareness and knowledge increased among pastoralist target

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<sup>1</sup> TOR for Mid-term review

villages on civil and social rights.

## OBJECTIVE OF STUDY<sup>1</sup>

The main object of the evaluation will be the relevance of the intervention (whether the objectives respond to the needs and priorities) and its effectiveness (whether the objectives are likely to be achieved). The effectiveness relates also to the appropriateness of the strategy to achieve those objectives and the feasibility of the intervention. Efficiency (an evaluation of the efficiency of the project such as aspects of day-to-day management and monitoring at different levels) will also be assessed.

### **Specific objectives of the mid-term evaluation mission:**

- To determine the contribution of the project to Maasai women social inclusion in project villages.
- To explore if the intervention is relevant, effective and able to show impact towards reducing poverty.
- To assess the methodologies used by the project, with specific focus on the Marketplace Literacy Training Programme, VICOBA approach, communication tools.
- To assess the sustainability and quality issues linked to it such as, cooperation among partners, involvement of local authorities at different level, community participation, cost- effectiveness, linkages with other OIKOS programmes.
- Review project logical framework and indicators.
- Give recommendations for further action in the next 2 years. Indicators: The indicators designed in the Logical Framework of the project will be the main reference for the evaluator. All relevant indicators that will be identified during the project implementation or by the evaluator herself/himself will be also considered.

## SPECIFIC MTR DESIGN & METHODOLOGY

### ***Focus of Mid-Term Review***

The MTR report shall take into account all interventions, geographical coverage, and the whole period of the project. The scope of the MTR shall be all objectives of the project and shall **entail a desk review of relevant material, focus group discussions and in-depth interviews, semi-structured interviews with key project stakeholders.**

The evaluator shall address the overall dimensions of mid-term review **with the focus on relevance and strategic fit of the project, project progress, effectiveness and efficiency in the use of resources, sustainability and potential for replication, and lessons learnt and recommendations.** Cross-cutting issue of gender will be strongly paid attention to and integrated in all evaluated dimensions.

### ***Evaluation Process***

The MTR will go through a 3-stage process, in which cross-cutting issues such as

gender are critically considered and mainstreamed in all activities.

- **Preparation**
  - Review project evaluation system and evaluation indicators;
  - Develop evaluation toolkit (semi-structured interview, methodology);
  - Develop report structure.
- **Data collection**
  - Review all project documents available;
  - Interview project officers and project staff from all partner organizations;
  - Interview all groups of beneficiaries and stakeholders in the field;
- **Debriefing and reporting**
  - Debrief initial findings with OIKOS Director, the Project Manager, the partners and the national and international staff who work in the project
  - Develop evaluation report;
  - Finalize report.

## EXPECTED OUTPUTS OF MTR

As requested, the output of the consultancy shall be a professional, full-developed and high quality evaluation report.

The structure of the MTR report shall be as follows\*:

- 1. Executive Summary**
- 2. Introduction**
  - 1.1 Background and contextual information
  - 1.2 Objectives and scope of work
- 3. MTR Methodology**
  - 2.1 General approach
  - 2.2 Targeted group and location
  - 2.3 Data collection strategies
  - 2.4 Limitations
- 4. Evaluation**
  - 3.1 Relevance and validity of design
  - 3.2 Effectiveness and efficiency
  - 3.3 Impact orientation
  - 3.4 Sustainability
- 5. Conclusions**
  - 4.1 General conclusion
  - 4.2 Lessons learnt
  - 4.3 Specific recommendations
- 6. Annexes**

*Note: the structure proposed may change if findings from the evaluation dictate a more appropriate format.*

## WORK PLAN & MILESTONES

Tentative work plan as follows:

|   | Tasks   | Dates                                       |
|---|---|---|
| 1 | Literature review and methodology development       | 2 <sup>nd</sup> - 3 <sup>rd</sup> May 2017  |
| 2 | Kick off meeting                                    | 4 <sup>th</sup> of May 2017                 |
| 3 | Meeting with OIKOS and partners                     | 5 <sup>th</sup> - 10 <sup>th</sup> of May   |
| 4 | Field trips with OIKOS, TRIAS and MPF               | 11 <sup>th</sup> – 17 <sup>th</sup> of May  |
| 5 | Debriefing with OIKOS and partners                  | 23 <sup>rd</sup> of May                     |
| 6 | Report Drafting                                     | 24 <sup>th</sup> - 14 <sup>th</sup> of June |
| 7 | OIKOS and partner review of draft report            | 14 <sup>th</sup> – 23 <sup>rd</sup> of June |
| 7 | Revision of draft report by consultant <sup>2</sup> | 23 <sup>rd</sup> – 30 <sup>th</sup> of June |
| 8 | Finalization of report                              | 30 <sup>th</sup> of June                    |

## ROLES AND RESPONSIBILITIES

- ❖ OIKOS is the contract holder for the consultant.
- ❖ OIKOS will fund agreed consultant fees.
- ❖ OIKOS will review and monitor consultant and agreed output.
- ❖ OIKOS will collaborate in planning and design of the mission.
- ❖ OIKOS will provide all documentation requested by consultant.
- ❖ OIKOS will coordinate a single feedback process consolidating all feedback from partners.

- Consultants will provide all technical input as noted in this report.
- Consultants will collaborate with LOL staff and partners.
- Consultant shall lead meetings and record information

Consultants will provide English documented outputs according to TOR.

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<sup>2</sup> OIKOS has agreed to coordinate the feedback from its staff and partners, providing one complete document with all consolidated comments and questions, from which the evaluator will make the final report.