

## ROM report

Type of ROM review	Projects and Programmes
Project title	Investing in Maasai women for improving rural community well being
Project reference	C-341127
Delegation in charge	Tanzania
Status	Final
Report date	23/11/2017

Project - Key Information	
Domain (instrument)	HUM - Human Development
DAC Sector	11330 - Vocational training
Zone Benefitting from the Action	Tanzania
Action Location	Tanzania
Type of Project/Programme	Thematic
Geographic Implementation	Single-country
Entity in Charge	DEVCO D
OM in Charge	HADEN ALEXA
Contracting Party	OIKOS EAST AFRICA

Project - Financial data on 19/10/2017			
Total budget	2,130,862 €		
EU contribution	1,704,690 €		
Paid Amount	1,228,164 €	Date of last payment	30/08/2017

Project - Dates				
Contractor Signature Date	22/12/2014			
Activities	Start Date	01/04/2015	End Date	31/03/2019
Final Date for Implementation (FDI)	30/09/2020			

ROM review - Key information				
Reason for ROM review	Problematic			
ROM expert(s) name(s)	AFONSO PEREIRA Aline			
Field phase	Start Date	02/10/2017	End Date	10/10/2017

## Project Synopsis

### Context

The current situation in the Maasai communities is one where women and girls suffer a great deal of discrimination. Cultural taboos prevent women from owning land, and make women vulnerable to physical, verbal and emotional abuse. It is generally accepted within the pastoralist community, to think that female genital mutilation, child marriage and poorer diets are not abusive. Women have rarely been exposed to formal education in the past, and today they still undermine the importance of girls' education, seeing it as a more profitable investment for young males. The majority of women living in the target areas are excluded from formal economies and from structured income generating activities due to lack of opportunities, adequate skills, knowledge of the market dynamics. The majority of the target women of the Action are informally literate, and live in remote, isolated areas where access to information is limited by language and cultural differences.

The lack of alternative income-generating activities to livestock keeping exacerbates the state of poverty and contributes to the rampant increase of unsustainable practices such as deforestation for the production of charcoal. The lack of social protection mechanisms and related information in the target area further affect the livelihood of the communities, especially of the more exposed/weak members (women, children and elders) who, without a protective network of support services remain vulnerable.

In pastoralist communities, such as the Maasai of Tanzania, livestock-related products (in particular meat and leather), non-wood forest products such as honey, and hand-made products, have together a great potential to generate alternative economical benefits, although, marketplace literacy represents the most challenging bottleneck among production and trade of traditional goods.

Taking into account these challenges, the project seeks to adopt a holistic methodology, combining training components in human rights, market knowledge, vocational training, access to socio-economic services and strengthening of grassroots organizations.

The assumption is that the connection of all components and training activities allows an empowerment cycle among the beneficiaries, which will bring a tangible significant benefit for the whole family/community.

### Description of the Intervention Logic

This project is undertaken in a partnership between Oikos East Africa, Istituto Oikos, Marketplace Literacy (MPL), TRIAS and Maasai Pastoralist Foundation (MPF). Oikos East Africa is the main applicant.

The Overall Objective (OO) is: to contribute to reduce poverty and improve livelihoods of vulnerable rural Maasai communities in Arusha Region

The SO is to Promote the social and economic inclusion of Maasai women groups in pastoralist communities of Arusha, Monduli and Longido Districts

There are four (4) expected results:

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

Result 2 - Increased access to socio-economic services and improvement in living conditions for 2,000 members of the newly established eight Member Based Organisation (MBOs)

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

Result 4 - Increased awareness and knowledge among pastoralist target villages on civil and social rights

The (present) project methodology is based on the empowerment cycle: the interconnection between all components and training activities allows an empowerment cycle among the beneficiaries. The original proposed methodology, more focused on linking communities with MBOs, was left on the sideline, without compromising the intended OO.

Capacity building is the key component of this intervention:

- The market literacy component intends to allow women to develop better negotiation skills at market and to have an access to economic opportunities.

- Vocational Training: trainings on skills on livestock-related products and their processing intends to provide better diets to their families, increasing the food security at household level and to gain additional income-gaining opportunities. The project has identified 3 types of possible training opportunities: leather tanning, bees keeping and dry-meat (this last one was reduced to a pilot intervention).

- The English language training aims to allow the beneficiaries to benefit more from the touristic vocation of the area;

- The exchange visit to India intends to boost their capacities by showing the beneficiaries the effective benefits of Marketplace Literacy and gained profits in similar rural contexts

- Transversally the projects adopted the Training of Trainers (ToT) methodology

Final beneficiaries (as originally presented in the logical framework (LF) - The project is preparing an addendum to the original target numbers):

- Unskilled, poorly educated, under-employed Maasai women

- 5,000 women trained in Consumer and Marketplace Literacy (through 60 trainers)

- 500 women (selected among the 5,000 trained in Marketplace Literacy) to be trained in processing and marketing of livestock related products and to receive English lessons

- 2,000 women members of eight Member Based Organizations (250 women each, out of which 10 trained in business management)

- 25 Traditional Women Groups (TWGs)

- Eight Village Community Banks (VICOBA)

- Eight Wards administrative office representatives.

Indicators and targets:

SO Indicator 1: Share of women engaged in newly established economical activities.

Target value: 2,000

SO Indicator 2: Share of target women able to network with existing socioeconomic services

Target value: 5,000 women

SO Indicator 3: Increase of share of target women who participate actively to local government meetings/decision making processes

Target value: 50% increase

## Findings

### 1. Relevance

The needs of the target groups are well understood. The beneficiaries indicate the lack of support for rural Maasai community (besides the NGO intervention), specially the lack of economical opportunities for women together with the constant violation of their Human Rights (HR).

MPL is proving itself as a simple and effective tool to deliver to rural Maasai basic marketing knowledge. The VT in leather tanning and manufacturing, and honey production are also being well received. The beneficiaries understand the possibility to increase their income through these activities. They also acknowledge the need and the importance of the HR trainings, as mentioned in the meetings: "we used to think that the decision of the community was final, now I know that I have other ways to go" (they specifically referred to the court).

As expected, the VICOBAS groups are also well accepted. Through this activity the group members may access the amounts previously unavailable. The VICOBAS also contemplates the establishment of a social fund.

The dry-meat activity has not been implemented yet. According to the project, this activity will be redesigned to be a pilot intervention due to the low community acceptance. Slaughtering animals to economical purposes is a difficult concept to introduce to the Maasai community (even in the dry season) since cattle is a strong status symbol.

In general the action was designed according to the capacities of the key stakeholders:

- OIKOS has more than 20 year experience working the pastoral communities, currently with several ongoing projects in the same areas.
- TRIAS is a strong partner, well known by the community, with a long expertise in micro-credit delivery. The intensive use of technology and monitoring applied by TRIAS is discussed in detail in the section 5.3. Good practices (see also 1.7 b.)

The project has identified the limited organizational capacity of MPF. To reinforce HR training, the project is settling an agreement with Tanzania Pastoralist Community Forum, a local Partner of Legal Service Facility, funded by EU.

The interviews showed that commitment and ownership were high. In fact the community expressed their satisfaction with OIKOS, TRIAS and MPF.

Since the project intends to promote the "empowerment circle", it is important to ensure that the groups will benefit from the various components of the project. The project has already addressed this issue and is implementing necessary measures.

There has been low involvement of governmental stakeholders although the project is always in communication with the focal point.

Collaboration with governmental authorities has been developed at the activity implementation stage, specifically by granting access to the communities. Governmental authorities also, if needed, provide access to state facilities to carry out some of the project activities (please see R4). There have been formal meetings with Districts authorities before and during the writing of the Concept Note.

MPF and TRIAS were involved since the project formulation.

The project are carried out in complementarity with a range of organizations: ECOBOMA (EU), Terra (Agenzia Italiana per la Cooperazione allo Sviluppo - AICS), "Endangered Ecosystems of Northern Tanzania" (EENT), funded by USAID and developed by The Natural Conservancy and World Vision/Maisha Bora. The project is also part of the international network of projects under the call for "Investing in people".

The risks listed in the project support the objectives in the rural area context. The last dry season, which lasted longer and more intense, affected women's household commitment (women needed to spend more time looking for water resources, for example).

Result indicators could be improved to better reflect achievement, the sources and the means of verifications. The original LF was overambitious in relation to the time available for implementation, presenting 4 intended results, that R1, R2, could be seen as an independent project per se. The target numbers are enormous, e.g:

- 500 women (selected among the 5,000 trained in MPL) in processing and marketing of livestock related products and in English
- 2,000 women members of 8 MBO (250 women each, out of which 10 trained in business management)

The project is working in an addendum to re-plan these activities (please see 2.4c).

Due to the lack of baseline data it is not possible to assess progress towards some of the mentioned indicators, e.g:

- R2 Indicator 3: % women applying for Community Social Funds that are financially stable(target value:50%). In this case, to date, it has not even been possible to identify existing funds.

The commissioned Mid-Term Review (MTR) also stresses that indicators need to be improved, namely the R3 indicator 1, of domestic violence and; the R3 Indicator 4 referring to Nr. of women in charge of key positions.

Regarding the target values, two points must be highlighted:

1st: even if the target values were overambitious, the project could achieve the intended numbers in the MPL (67% of the planned amount for the second year, detailed in section 3 - Effectiveness) and in the VICOBAS activity the project already exceeds the 2000 target value (3,185).

2nd: the project is preparing an addendum to re-plan the target values for the VT (detailed in 1.7e/2.4c).

English course: the course will be developed for 2 levels:

- 1st level (basics): 350 men/women; 2nd level (full course): 20
- MBO: instead of 8 new MBOs, TRIAS will target only the 3.

Data is collected regularly. Sex-disaggregated data are also collected on a regular basis. For most of the indicators the project has a base line, nevertheless, there is space for improvements.

The MTR also indicates some weakness in the baseline, specially regarding the HR component.

TRIAS and its partners use a management information system called SAVIX. The MIS allows TRIAS to conduct comparative, trend and geographical analyses with the collected information.

For the VT, the project is collecting the attendance sheets but the database is not ready yet.

## 2. Efficiency

The project is being managed efficiently. Coordination, management and financing arrangements are clear and formalized between the partners. Decision-making processes are clear. The role of each organization are clear to them. The implementations procedures are also clear between the project team, and the trainers, even though they indicate some lack of communication regarding reimbursement and the completion of the process.

Although MPF has already implemented an EU-funded project, it is the weakest link in the implementation chain (specially regarding its methodological approach and limited Human resources) (see recommendations).

Governmental authorities are not represented in the project committee. Communication with local authorities was an issue identified by the MTR. This mission understands that, rather than the communication, the question the authorities raises is related to their level of involvement in the project, as they compare with the Ecoboma project, where they were co-applicants. The project is working accordingly to the schedule to improve the communication flows between the project, trainers, governmental authorities and the community leaders (see C4).

The Three CDOs are based in Arusha. In case of submission of a new proposal, it would be important to try to identify CDOs residing in each district in order to enable the closest follow-up of the implementation of activities. The main issues regarding the implementation mechanisms are: a) the need to better inform the trainers about the development of the project as a whole and especially b) the need to link the groups that are receiving the VT, the MPL training and the VICOBA groups.

The financial resources and physical resources are available for the project. Human resources are qualified and are the strength of the project. Given the varied scope of activities, the successful development of the activities owes to the commitment of the Human resources. The approximate current total percentage of budget implementation is slightly above 50%. The project is in the 30th month of a total 48 months implementation.

As pointed out by the MTR, TOTs received modest reimbursement of their travel expenses, and no real allowance that can adequately be described as covering costs. The project is considering giving a second "motivational package" to TOTs to overcome the difficulties to work in a wide area.

Two additional sources (outside the EU funds) should be highlighted:  
Italian Government (allocating someone for 8 months on the project) and  
Oikos infrastructure.

The outputs were delivered in a cost-efficient manner. The project used several strategies to maximize the resources, namely synergies with others Oikos projects and others organizations (please see 1.5).

The original schedule was overambitious and ignored the needs at the start-up phase of the project (e.g. the customization of MPL tools, translation in Swahili, selection of 5,000 beneficiaries). The initial delay eventually led to a chain of delays / simultaneous implementation of different activities. At the moment, of all the ROM mission 3 activities were delayed from the original time frame:

- Dry meat: It is redefined as a pilot project. The communities showed little interest in cured meat production. The project is consequently redefining the sample size of beneficiaries, keeping 25 beneficiaries, as a pilot to study the market and potential.
- The English courses is being redefined to better fit the needs of illiterate beneficiaries. The course will be developed for 2 different levels: basics (350 men/women) and full course: 20 selected among the 350
- Information points is still being redesigned. The sustainability of the i.p. is the main challenge (please see 4.3).

The delays in the implementation of some of these activities did not compromise the positive results from the project. After the implementation of all the adjustments, everything will be in order to compensate for the delay.

The project team is undertaking substantial amount of revisions (going beyond delayed activities):

- Despite the project document setting out for the establishment of eight new MBOs, TRIAS intend to work with 3 established MBOs;
- The training activities in leather and honey production have expanded and now include a production component.

TRIAS is also offering two different types of business trainings: Start, plan and manage your business (SPM) training and the business development support (BDS) cycle. The second training, the BDS cycle, is a more customized training for people with sustainable and growth oriented businesses. The beneficiaries will be selected into the VT groups.

The change in methodology and target values will consequently imply changes in the budget.

Monitoring of VICOBAs is carried out with the use of 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. The MIS analyses data and provides feedback on group strength and quality.

Moreover, Trias is using a SPIDER tool to assess institutional capacity. Trias is working with Pastoral Women's Council - PWC, one of the member organization benefited from this project.

Given the recommendations received following the OM visit and the MTR report, the project opted for carrying out 3 workshops, one in each district, were held to discuss the project with the partners. Actions points were defined to further implementations, communications and feedbacks.

Government authorities are not involved in monitoring. They were however included in these above mentioned workshops.

The project is also proposing an increase in the budget for the general monitoring of activities.

### 3. Effectiveness

Activities are progressing towards the target as planned, except in cases where the project team has chosen to revise the original proposal:

- 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.
- As indicated in the section 1.7 e)/ 2.4.c) the project has revised the methodology and target values to the VT. A practical component was introduced. Both the leather and honey trainings achieved the expected target.
- The dry meat component was reduced to a pilot (delayed)
- The training on basic English is being redefined to better fit the needs of an illiterate beneficiaries. The course will be developed for 2 levels: 1st level (basics): 350 men/women; 2nd level (full course): 20 beneficiaries.
- 115 VICOPA groups were established including a total of 3,185 beneficiaries
- Despite the project document indicating the establishment of new MBOs, TRIAS will target three established MBOs in the project area: PWC, Mwedo and LCDO. This approach is much more realistic than the initial one.
- The I.P. component is being redesigned. The project is trying to identify the activities to be developed in i.p.

The project has been contributing to "reduce poverty and improve livelihoods of vulnerable rural Maasai communities" as stated in the project's OO. The results were highly rated by the beneficiaries (and the partners).

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

The project has been successful in developing skills among rural Maasai community (market literacy). Their ability to trade has been developed.

The knowledge for production of honey and leather has been increased; The meat-dry activity was redefined as a pilot intervention. The English course is being redefined to better fit the needs of illiterate beneficiaries.

Result 2 - Access to socioeconomic services increased and living conditions improved for 2,000 members of the 8 MBOs newly established. The activities under this result are being reformulated. They are being developed mainly through TRIAS support to VICOPA groups. Nevertheless through the VICOPAs members are accessing amounts previously unavailable. The VICOPAs also are contributing to increase life quality through its social fund. Trias is working with Pastoral Women's Council - PWC, one of the member organization benefited from this project. Later on the Trias will target Mwedo and LCDO.

SPM and BDS activities have not started yet.

Information points are still being redesigned.

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

The original plan was to select trainers, among the TWG members, to deliver HR training using the TOT methodology. The trainers were selected but the sections were not, in several cases, delivered in the context of TWG meetings. Trainers are organizing parallel sections exclusively for HR trainings. The challenges faced in this results are, as mentioned in the section above. Nevertheless the interviews specifically mentioned the land ownership rights (although this is the point where there is more room for improvement);

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

The main tools that are being used to achieve these results are the radio programs (with national scope and that it is not possible to discuss within this mission) and the street theaters. The street theater is very well accepted by the communities.

The MPL has been proven a simple and effective way to improve the knowledge of the beneficiaries. They acknowledged the value of the trainings and referred to concrete benefits, especially regarding the ability to make smart purchase decisions (e.g. learning about expiration date, measurement, etc. )

Trias is an experienced NGO on micro-finance, therefore the groups are following a structured methodology, including a social fund. Also the use of technology is supporting the monitoring of the groups (although it should be borne in mind that, the large number of groups is an overload for field agents who have to gather information from the groups to power the system).

The Leather and honey components are still in the training phase. It is important to highlight the great acceptance that these trainings have received from the communities (expectations are also high). For both activities, the project selected experienced consultants (both technical and local).

HR training is the weak link. The content is too sensitive for the chosen methodology (sessions held by trainers). MPF is also the partner that presents institutional weaknesses. In addition to that, the material is too complex and unsuitable for illiterate beneficiaries. To reinforce the HR training, the project is settling an agreement with TPCF (Tanzania Pastoralist Community Forum), a local Partner of LSF (Legal Service Facility), funded by the EU.

#### 4. Sustainability

Capacity building is a key component of this intervention. The activities of the project did not create financial dependencies.

With MPL trainings, while participating in VICOBAS groups and, in some cases, with VTs and SPM and BDS trainings, the beneficiaries will be able to create / expand their businesses, and consequently will be able to improve their quality of life. HR trainings thus have an important place in enabling women to know their rights in such an unequal society.

The members of the strongest VICOBA group should be able to keep the groups together after the project intervention.

Regarding the VT, the challenge is to keep the group producing when the project ends (even if the project leaves the laboratory in a condition to produce). For this, it would be important for the project to define an exit strategy focused on the automation of the groups (mainly trainings in management and association establishment)

Oikos has experience in empowerment projects through productive activities. Even so, since the project is only halfway through, it is necessary to develop an exit strategy (see recommendations)

The most delicate issue here would be the sustainability of the information points. Although the project is able to develop strategies for space maintenance (for example, as it did in previous projects, in which the installation of solar panels has allowed the beneficiaries to sell energy), it is necessary to identify strategies for the sustainability of the services to be provided at these points, which, to date, are not entirely clear to the project coordinator). Partnering with MBO in the districts could be a path to sustainability.

The project is in frequent communication with the delegation. The OM has already sent a mission to the project site, thus given the opportunity to leave some recommendations. Also within the scope of this ROM mission, the OM met with the project coordinator.

As mentioned in 1.4/2.2. collaboration with governmental authorities has been developed at implementation stage, specifically by granting access to the communities. Although local government authorities at the village level have indicated their willingness / availability to continue the actions (even if financial support is not available).

The private sector is expected to be available to offer market space for the honey and leather groups to sell the products once/if they manage to produce products with the finishing quality required for this market.

Oikos is using its experience in the Ecoboma project, namely in leather production. This activity is designed in a way that it will not cause any environmental damage.

Originally it was expected that the honey production activity would add value to the forest, since the hives would be hanging in the trees. However, it was decided to use hives on constructed supports. Even so, this activity does not cause any environmental damage.


























The empowerment of the rural Maasai women are the main focus of the project. All the activities are designed to this purpose.



Conclusions	
N°	Conclusion
C1	<p>The objective of the project is highly relevant to the target groups. Their needs are well understood. As the implementation scope was wide, and the original logical framework were overambitious (e.g. English lessons), the project coordinator is revising some of the activities:</p> <ul style="list-style-type: none"> <li>- some activities had their scope reduced (e.g. the dry-meat activity was reduced to a pilot);</li> <li>- other activities had their scope expanded (e.g. honey and leather vocational trainings now contemplate the production of products for the local market);</li> </ul> <p>The project have also received recommendations from the OM mission and from a commissioned MTR.</p> <p>Through this ROM mission, it was clear that this changes will add significant value and will suit the beneficiaries' needs better.</p>
C2	<p>The potential sustainability is high considering the CB aspect. However, implementing an exit strategy would contribute to increase the sustainability of the action:</p> <p>(i) The investment in training of trainers was high. These trainers, by having their capacity enhanced, can act as a point of support / gateway in their districts beyond this intervention.</p> <p>ii) Since the groups involved in VT have little business experience, it would be necessary to strengthen the administrative component. Another point that needs to be worked on is the logic of the collective in place of individual logic.</p>
C3	<p>The MTR identified some important issues that could affect the efficiency and the efficacy of the action, although the scenario is more positive than the one painted in the report.</p> <p>Among the points indicated in the report, it should be highlighted the need to integrate into the project two major components: VICOBA and MPL training.</p>
C4	<p>There has been low involvement of governmental stakeholders although the project is always in communication with the focal point. Collaboration with governmental authorities has been developed at the activity implementation stage, specifically by granting access to the communities. Governmental authorities also, if needed, provide access to state facilities to carry out some of the project activities.</p> <p>Communication with local authorities was an issue addressed in the MTR. This mission understands that, rather than the communication, the question the authorities raises is related to their level of involvement in the project, as they compare with the Ecoboma project, where they were co-applicants.</p> <p>The project is working in schedule to improve the communication flows between the project, trainers, governmental authorities and the community leaders.</p>
C5	<p>HR training is the weak link. The content is too sensitive for the chosen methodology (sessions held by trainers). Oikos do not have experience in this component and MPF is also the partner that presents institutional weaknesses. In addition to that, the material is too complex and unsuitable for illiterate beneficiaries.</p> <p>To reinforce the HR training, the project is settling an agreement with TPCF (Tanzania Pastoralist Community Forum), a local Partner of LSF (Legal Service Facility), funded by the EU.</p> <p>However it is important to highlight the fact that some concepts are becoming prevalent among the communities, namely land rights and financial rights.</p>
C6	<p>MPF is the weak link in implementation.</p> <p>On the other hand it is a gateway to support the Maasai community.</p>
C7	<p>It is worth mentioning the project's good practices:</p> <p>The project is trying to use a holistic approach, that is named as "Empowerment cycle": the idea is to connect all components and trainings activities with each other to allow the empowerment of the beneficiaries (market knowledge, HR, financial empowerment, technical skills). However in order to achieve the proposed objectives, it is necessary to ensure that the "funnel" methodologies needs to be adopted (please see 1.3.)</p> <p><b>MPL:</b> MPL has been proven to be a simple, inexpensive and efficient methodology to educate the illiterate populations basic marketing knowledge. The surprising result in this case is that the beneficiaries recognize the value of knowledge itself (which is uncommon given the huge financial shortfalls). It is also an alternative for the promotion of self-employment.</p> <p><b>Beekeeping</b> In addition, as mentioned by one of the beneficiaries in the meetings, this activity has brought behavioral and attitude change: "I have realized that women can work and take care of the house" (which, in Western society, might be perceived as a double burden, in Maasai society it is considered as a first breakthrough for women in public space).</p> <p>Also in the case of leather training, monitoring and the technical follow-up sessions were in place (i.e. setup of laboratories, training on technical part and management aspects).</p> <p>Finally, it is important to highlight the intensive use of technology applied by TRIAS (please see details 1.7d). With technology it is possible to track the performance of each VICOBA group. By using the data of the MIS in a Geographical Information System it is possible to make advanced analyses. GIS allows the project to make clusters analysis by categorizing groups: for instance, according to their group quality and saving rate. This is an important tool to monitor and support the VICOBA groups.</p> <p>Regarding youth employment, it should be highlighted: The combination of MPL with VICOBA groups is an efficient and low-cost strategy for promoting self-employment. On the one hand it increases the financial leverage of group members, on the other hand it contributes to the development of best market practices;</p> <p>The VTs are undoubtedly an entry point to self-employment, especially in the case of honey and leather, which has entry into the local market and also in the tourist market. Another issue is the recognition by the community, by the community leaders and the government authorities of the benefits that can accrue from these trainings.</p>

Recommendations	
N°	Recommendation
R1	<p>Project: Re-design the schedule, the budget and even the activities description to officialize the changes that are being planned by the project. Also the logical framework should be improved regarding the indicators. These changes need to be adopted in accordance with the EUD and with an addendum.</p> <p>The addendum should also reflect the recommendations from both the OM mission and the MTR commissioned report, since both of them have addressed issues that could improve the project efficacy.</p>
R2	<p>Project: The project should focus on the development of an exit strategy in order to ensure: i) that the trainers are in position to be considered as focal point in the villages (and can also be an asset to other interventions). The exit strategy should include a financial component to help update the trainings received by the trainers (including leadership, communication and methodology trainings).</p> <p>ii) The sustainability of the groups is created in the vocational training; Although the investment in CB was high, the challenge of the groups that received the VT goes beyond the technical part. They have to learn how to function as a group (associativism), maintain facilities and equipment, identify potential clients.</p> <ul style="list-style-type: none"> <li>- The addition of a maintenance fund to VICOBAs groups may, in the first phase, facilitate the administration of resources by these groups.</li> <li>- As a pilot experience, support the VICOBAS stronger groups in opening bank accounts (number of groups to be defined by the project). The formalization and opening of accounts of these groups may also serve as a mechanism for lobbying the State that indicates "there are resources available for social loans".</li> <li>- check the possibility of the two best students in each VT group to internship (it may be in one of the projects already supported by OIKOS), thus adding a practical part to the administrative component.</li> </ul>
R3	<p>Project: Implement the recommendations suggested on the OM report and on the MTR, specially regarding the integration of the MPL; and VICOBAs component.</p> <p>According to the project coordination, there is an ongoing strategy to overcome this issue: the project already collect all the names from the VICOBAs members to identify the ones that are not receiving MPL to deliver the training.</p> <p>Nevertheless the data cross-check, the availability of trainers in relation to the availability of trainees can be a challenge. This component should be prioritized.</p>
R4	<p>Project: For further interventions, the project design should contemplate the participation of State authorities in the planning and implementation of the activities. In the ideal scenario, a governmental representative should be included in the project management committee.</p> <p>EUD Lesson-learned: The local authorities always refer to the Ecoboma project as a model of integration of state authorities. According to the EU call for proposals that selected Ecoboma project, the local authorities should be co-applicants . The reinforcement of the role of the state authorities in the call for proposal could be a good approach to promote synergies between the intervention projects and the state authority (not necessarily as co-applicants).</p>
R5	<p>Project: Given that the HR trainings is a sensitive subject, the combination of methodologies can help in the better development of this component, namely:</p> <ul style="list-style-type: none"> <li>- peer education: it is much more effective if the HR issue is discussed among religious leaders, community leaders and even a former Ngariba (women circumcisers).</li> <li>- street theater (already used by the project), as well as cinema in the community, are mechanisms more easily accepted by the community due to its leisure nature.</li> <li>- adopt a transversal approach between the others activities, e.g.: VICOBAs groups could be a place to talk about financial rights;</li> </ul>
R6	<p>Project: Given that the project is reducing the component with the MBOs (instead of establishment of eight new MBOs, the project has decided instead to strengthen three established MBOs) there is still room to support MPF in its institutional capacity. There is also a concrete opportunity, since the MPF president is officially part of the HR of the project. Trias already has a proven technology in Tanzania context to this task, the spider tool.</p>



Scoring overview											
Relevance	1.1	1.2	1.3	1.4	1.5	1.6	1.7 a)	1.7 b)	1.7 c)	1.7 d)	1.7 e)
											
Efficiency	2.1	2.2	2.3 a)	2.3 b)	2.3 c)	2.4 a)	2.4 b)	2.4 c)	2.5	2.6	
											
Effectiveness	3.1	3.2	3.3	3.4							
											
Sustainability	4.1	4.2	4.3	4.4	4.5	4.6	4.7				
	