
**CARE INTERNATIONAL IN TANZANIA**

**MAGU DISTRICT LIVELIHOOD SECURITY PROJECT (MDLSP)**

# FINAL REPORT OF THE MID-TERM EVALUATION

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## EXECUTIVE SUMMARY OF RECOMMENDATIONS AND CONCLUSIONS

**Project goal and objectives**

The report presents findings of the Mid-Term Evaluation (MTE) of the Magu District Livelihood Security Project (MDLSP), which was conducted in October 2003, about three years after phase II of MDLSP had been launched. Data collection aimed at capturing both qualitative and quantitative output and process indicators. Accordingly, data collection approaches involved both quantitative and qualitative techniques and included document and literature reviews, sample household surveys using a questionnaire, key informant interviews, focus group discussions, and workshops. While the survey questionnaire was administered to a random samples of households, focus group interviews were directed at specific groups of individuals, including project staff, farmers groups etc. Special effort was made to have a significant number of female-headed households included in the random sample of households to whom the survey questionnaire was administered and deliberate effort was also made to include individuals not participating in Project activities in focus group interviews and among individuals sampled for responding to the survey questionnaire. Inclusion of individuals not participating in project activities provided a control group, which would be compared to those participating in project activities, thus confirming that changes are attributable to project activities.

**Project Relevance** refers to the appropriateness of project interventions in relation to the priorities of the recipient country. The interventions carried out by the MDLSP are clearly relevant to Tanzania's general development, but more so to the country's poverty reduction strategy as outlined in the Poverty Reduction Strategy Paper (PRSP). The MDLSP aims at increasing the income and food security of households in Magu District, thus specifically contributing to the income and food poverty aspects poverty, which are some of the elements in the in the PRSP. Magu is one of the income and food insecure districts in Tanzania and is therefore befitting that MDLSP is operating in the district, thus making the project even more relevant to the local district level. In addition however, the fact that MDLSP has targeted vulnerable households, who by definition are the poor households whose livelihoods depend very much on rural enterprises, especially the female-headed households, further increases the relevance of the project at household level.

Interventions of the MDLSP are geared towards rural enterprises, thus making the interventions relevant in improving the livelihood of the target households. This relevance of the interventions to the livelihood of community members has been attested by the fact that members have subscribed to the issues promoted by the project very fast, as exemplified by the widespread occurrence of HISA schemes across the villages and even to villages outside the project area. Self-expansion of HISA schemes to areas outside the project villages is an indication that the activities advocated by the project seem to address the felt need of households in the area.

**Project Efficiency** concerns itself with whether or not resources are used in a cost-effective manner, implying that the results (outputs) are commensurate with the investments (inputs) in terms of human, physical, financial and other resources. Data for an unbiased assessment of project's efficiency is at this time not available. However, our gratification that the resources are being used efficiently stems from the fact that the project objectives and goals are being achieved and therefore the resources are being used cost-effectively. Given persistent food and income insecurity in the area, improving the income and food security to the 15000 households will definitely be a big achievement that must have been a product of cost-effective activities.

**Project Sustainability**

Sustainability of projects is an essential consideration for long-term benefits of projects to project beneficiaries as well as to communities in general. It gauges the long-term durability of interventions and their impact. Sustainability is a multifaceted concept and would at minimum entail institutional, environmental, financial, appropriateness of the interventions, and gender equality/women empowerment aspects. Findings indicate that the project is sustainable from a number of considerations

Institutional sustainability is assured by the fact that there is a whole component of capacity development, which is actively involved in building the capacity of local institutions that take responsibility for supporting households' initiatives of improving the income and food security of households in the project area. Along with the local institutions being strengthened in Organization and Development (OD) so that they function as expected are series of training, which include gender issues and HIV/AIDS which look at the long term sustenance of the institutions by being gender balanced and therefore incorporating both genders in a balanced manner so as to assure gender balanced institutions and therefore stability of the institutions. Additionally, there is a forum of stakeholders across the district which include the district administration, which implies that the activities ties in with the district plans and are therefore supported by the district development agenda

The interventions and technologies being promoted such as the use of organic manure, green manure, IPM, IPNM and the use of ox – power are not likely to have negative effects on the environment.

Financially, the project builds local financial institutions based on savings mobilization. Savings mobilization is one of the cheapest forms of financial capital. It also builds confidence in local populations and communities, which further strengthens the local institutions that see themselves of being able to charge their development activities. At the time of the review, discussions revealed that there is a growing amount of financial capital being generated in the HISA groups and communities were already thinking of establishing community banks. Such endeavours are a reflection of the growth of confidence in financial mobilization among members of the local communities, which if

achieved, would go a long way in addressing some issues related to financial capital. In addition, financial sustainability has been inbuilt in the linkage activities, which forms the bulk of technology transfer, economic development, and capacity development activities of the MDLSP, by the fact that communities/households contribute some cash towards the cost of linkages. Getting used to this culture of contributing towards activities that benefit communities/households is useful in future acceptance of paying for services.

Since the institutions, the financing, the training, and the activities are built on the principle of being local-based, the likelihood that the income and food security activities being undertaken now in the project area with donor support are likely to continue after withdrawal of donor support.

**Project Effectiveness** assesses the likelihood of the project in achieving its targets in terms of the defined objectives and a comparison of output against purpose. The achievements registered by the time of the MTR point to the fact that the project is effective in achieving its targets. Specific targets in the three areas of project intervention, technology transfer, economic development, and community development indicate that the project is effective.

The number of households reached so far range from 52% for technology transfer component interventions to 67% for economic development and capacity building components against the target of 60%. These numbers seem modest and would lead one to be concerned that the remaining period may not be enough for reaching the target figure of 15000 households for some of the interventions. To accelerate mobilization and uptake of interventions, the project has now laid the foundation for speedy operation through recruitment and training Community Resource Persons (CRPs) and Innovative Farmers (IFs), whose multiplier effect will most likely see the target number of households surpassed by the end of the project on December 31, 2005. The project's training philosophy of 1:1:5:5 assures that within the project period, the trained IFs and CRPs shall have reached many households.

Further, introduction of the farmer field school extension methodology, which is currently, one of the best approaches for enhancing sustainable adoption of agricultural practices and technologies, makes it credible to expect that the project goal will be reached in the remaining period. In tandem with the availability of proven technologies at community level for farmers to adopt are facilitating roles played by activities under the economic development and community development components. Such facilitating roles of availability of relatively inexpensive credit opportunities and availability of local institutions at community level that support off-farm and on-farm income generating activities of community members make it even more attractive for households to venture into adoption of technologies that would have otherwise been unimaginable. All this is supported by a series of problem solving, organization and development, and enterprise selection planning and managing training sessions that are local and therefore addressing local situations.

Magu district is a drought prone area. The fact that MDLSP promotes drought tolerant crops such as cassava, sweet potato, chickpeas, treadle pump and drought tolerant beans promise a more appropriate solution for the situation than if the technologies were not in response to drought conditions.

**Processes under the Technology Transfer Component**

The technology transfer component aims at increasing acquisition and use of appropriate agricultural approaches, technologies and inputs by the target households. It is the pillar of the project in the sense that farming is the cornerstone of the households' economy and therefore their livelihood and that of the district as a whole. The central figure in the technology transfer component is the Innovative Farmer (IF). An IF is a farmer that is selected by a community or a group of farmers to act as a role model so that community members would emulate.

The technology transfer component follows the linking methodology in carrying out its project activities. Linking methodology is the process whereby communities identify, analyse and prioritise their constraints and opportunities in their farming systems, and identify/delegate their most innovative representatives to visit project selected information sources. Linking methodology has an inbuilt mechanism that ensures that the cost associated with the methodology is shared by the project and the groups represented by the IF. Cost sharing by groups is a good indication of the commitment of the group to acquiring the technology and assures financial sustainability.

**Processes under the Economic Development Component**

The aim of the economic development component is to increase the number of households engaged in on-farm and off-farm income generating activities largely based in savings mobilization. Lack of finance capital is common in developing nations and more so among rural households, including Magu district households. Lack of finance capital implies that one cannot invest in inputs and equipments that would increase productivity. In recognition of the problem of inadequate finance capital, the MDLSP identified savings mobilisation as key to income and food security of households. To this effect, the project embarked on the HISA programme, which essentially mobilises savings through shares mechanisms from members and loans the savings out to members for their various expenditure items, including investments in small businesses and in agricultural production, predominantly horticulture, which affords returns to investment in a short period.

In addition to HISA, the economic development component trains members in the selection, planning, and management (SPM) of income generating activities so that loans from HISA are invested in profit making enterprises, thus making it possible to pay back the loans with the interest which leads to growth of HISA funds and subsequently to the amount of money HISA members receive at pay out times.

The success of the HISA scheme has been overwhelming as shown by statistics from project documents. There are currently 401 HISA schemes in both project villages and outside project villages with a total of 10,005 members of whom 1,581 are female headed households, 5,017 are females, and 3,407 are males. The total amount of shares is Tshs 90,648,515, which is equivalent to USD 90, 648. The impact of this scheme in promoting community development enterprises is increasing significantly.

**Processes under the Capacity Development Component**

The Capacity Development component aims at having community-based institutions that support income and food security initiatives of targeted households. Invariably the component recruits membership to CBOs and CBIs, trains the members in leadership, and the provision of extension services to their members, and links the CBOs/CBIs to external organizations so that they can act as facilitators to income and food security efforts of the households. The training under the capacity development component strengthens the institutions in organizational, financial, and technical aspects so that the institutions becomes the principal community level extension facilitators in agricultural technology dissemination, marketing, business development services, mobilization of savings as well as playing an increasing representative role for community members. The component seem to be working well so far as shown by project reports which point to an increase in the number of operational CBIs from 22 that were formed during Phase I to the current 69. These CBIs offer their services to some 392 CBOs.

Despite the success so far achieved, the following issues need to be considered so as to consolidate the achievements so far made and further register more successes at a faster rate:

(i) The idea and practice of the linking methodology for the technology transfer component is working well. The introduction of the farmer field school approach will strengthen the component and lead to sustainable adoption. However, there seem to be a weakness with regard to the IFs. Some IFs are showing sign of fatigue in carrying out their responsibilities effectively. This is more so when IFs has to travel to other villages that are distant to train farmer groups with the view of convincing farmers to adopt technologies. This is especially so for the IFs that have a ward as their area of jurisdiction, i.e. the IFs at the CBI level. Compounding to the issue is in situations where the IF is also a Community Resource Person (CRP), who trains group members in other areas such as savings, or many other technologies. The net result is that the IF ends up training others on a full time basis. Ideally, group members or trainees should be able to appreciate the role of the IFs in improving the members' livelihood by contributing "something" to the IF. Unfortunately, this stage has not yet been reached as the productivity of the farmers is still low and the idea is still foreign, given the fact that the state used to pay for such services. Sometimes, the need for IFs to travel long distances to offer training has resulted into some IFs stopping being IFs.

Dropping out may be a natural process when false expectations of IFs are not met. However, there is a need to examine the jurisdiction of the IFs so that their area is small enough to be served by a person with minimum public service inclination.

(ii) Cases of inadequately trained IFs are also emerging, even though it was more so in the economic development component than in the technology transfer component. For the technology transfer component, cases of an IF failing to train fellow farmers was reported at least in the processing part. The problem may be due to weaknesses in the training programme. It however, might also be due to losing interest following failure to meet false expectations.

(iii) Technology transfer aims at increasing production. However, for continued adoption of technologies, the technologies should result into not only increased production of food crops, but also increased production of marketable products and cost effectively. The issue of marketing of agricultural products is essential as saleable agricultural products would increase the income of households and thus make the households capable of investing in other production activities, including cost sharing for the IFs. Marketing may entail issues of adding value through processing as well as targeting niche markets for specialised commodities. The issue of introducing appropriate varieties of some crops should consider marketing aspects otherwise increased production might not necessarily translate into income security.

(iv) The HISA scheme has evolved from being at the CBO level to the CBI level, which is a higher level than the CBO level. CBIs have now grown to the ward level, where they consist of a group of CBOs rather than individuals as members. CBIs have CBOs as their members and this idea is good because CBIs provide insurance to CBOs in the case of death of a loaned CBO member who therefore becomes unable to pay back the loan. However, management of CBI is adding another level of cost to the HISA system. This is critical in the sense that CBIs now require CBOs to borrow from CBIs so that the CBIs also make money and sustain themselves. The problem becomes more pronounced for the case of CBOs, which have more money in their HISA system than their members can borrow, implying that they do not need money from other sources, including CBIs. For CBOs that are short of money to lend to their members, the idea of borrowing from their CBI is indeed welcome. This issue need careful assessment so that CBOs are not forced to borrow from CBIs at the expense of borrowing from their HISA fund, which would generate income for the CBOs and therefore make money for themselves.

**(v)** Training the Community Resource Persons (CRP) on topics in economic development is reportedly too compressed that the CRP find it difficult to comprehend and therefore end up being less competent to train their fellow group members. One of the biggest factors that sustain this system is that the idea is a real need for members and members would therefore stretch themselves to sustain it even in situations of

difficulties associated with little knowledge. However, the project should strive to produce competent CRPs allocating enough time for CRP training

(vi) In situations where a CRP has a big area for training members, the issue of time constraint and transportation to distant areas emerges again. Like under the technology transfer component, communities ought to start being sensitised of the need for their continued support to CRPs

(vii) One would expect that much of the borrowed funds would be invested into agriculture because agriculture is the main economic activity in the community. However most of the money borrowed from the HISA system is not invested in agriculture. The low investment in agriculture is partly due to the short loan repayment period of three months, a period in which no agricultural enterprise will have matured to produce marketable products except for horticultural crops. In the long run, efforts should be directed at investing in agricultural production and the IMA level HISA might be better suited to handle such longer-term loan portfolios than the CBO level HISAs. Investing in agriculture will also diversify investment opportunities as it now seems the opportunities are soon than latter going to be saturated, as it is being evidenced by the fact that some CBO HISA have had surplus money in their boxes, i.e. members have failed to exhaust the money. Other HISA are now lending to non-members at a relatively higher interest rate than that for members.

(viii) CBIs seem to still be evolving, as the task of supporting income and food security activities among members has not been wholly taken up by CBIs. Great care should be exercised in facilitating the formation of CBIs as it is in one way or another associated with weakening the strength of CBOs. This does not mean that CBIs are not important, only that there must be a good balance of relationships and responsibilities between CBOs and CBIs as CBIs, especially on matters related to financing the activities of CBIs and of CBOs. Being larger than CBOs, CBIs have better bargaining power in sourcing inputs and markets due to the fact that they can exploit economies of scale. However, given the small financial position of CBOs, the growth of CBIs should take cognisance of the need for maintaining CBOs. One of the ways of a gradual growth of CBIs is the possibility of CBOs joining the national farmers' groups' organization, MVIWATA. They have a lot of experience in organizing farmers groups and might have good insights to share with the CBIs for sustainable evolution of the IMA-CBO relationship. Additionally, MVIWATA has a Rural Markets Project, and have had experiences of running Farmers Input Shops, Savings & Credit Associations, and Rural Banks, which MDLSP would be able to learn from so as to better place itself for steering the evolving CBIs/CBIs in the right direction.

**(ix) Personnel to keep the momentum**

The growing number of activities stemming from the emerging need as the system expands and evolves calls for a careful scrutiny of the number of personnel, especially the Field Officers, to see that the effort is not frustrated by too thin spreading of personnel. Already, the CRPs and IFs are uncomfortable with their level of competence in certain areas, which is partly a reflection of insufficient backstopping from field officers, which may in turn have its roots to insufficient backstopping from the Technical Officers. The growing number of groups and complexities of the issues calls for a close look at the area of jurisdiction of field level staff and we see it very necessary that the area of jurisdiction of field officers be adjusted as the number of groups, and therefore activities, increase.

(x) Since the project philosophy is based on groups and farmer organizations, adequate effort should be directed at ensuring group formation, growth and development and therefore farmer organizations. Key factors that are important encouraging the participation of individual members in farmer organizations should always be supported and include the following as identified by Swanson, Bentz, and Sofranko (1997):

- The degree of farmer's dependence on the outputs of the organized activity
- The degree of certainty of the availability of the outputs
- The extent to which outputs will be available only as a result of collective action
- The extent to which the rewards associated with the collective action will be distributed equitably
- The extent of availability of rewards within a reasonable time frame
- The extent to which the rewards are commensurate with the costs associated with continued participation

In general, the Magu district livelihood and food security project has made a very good start. The approaches and processes adopted are adequate in meeting the targets and objectives of the project. The HISA approach has especially created great opportunities for building capacity of community members in many aspects of their livelihoods. It also encourages the communities to participate actively in local leadership and development activities. The review recommends that the project should continue to build on and refine the approaches adopted so far in the three components noting the shortcomings indicated in this report. Interventions that would promote access to markets, market information delivery and linkages with traders and buyers would promote agricultural production, which would lead to income security. Particular attention should be paid to issues of good governance and other cross cutting issues such as HIV/AIDS. CARE is already well placed to handle training on HIV/AIDS and can collaborate with TANESA. CARE should build on community members of perception on their village governments and should use project members for strengthening good governance

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## LIST OF ABREVIATIONS

| | |
|---|---|
| CARE | Cooperative Assistance for Relief Everywhere |
| CBIs | Community-Based Institutions |
| CBOs | Community-Based Organizations |
| CRPs | Community Resource Persons |
| DFID | Department for International Development |
| EDO | Economic Development Officer |
| FEWS NET | Famine Early Warning System Network |
| FINCA | Foundation for International Community Assistance |
| FISEDA | Financial Services and Enterprise Development Association |
| GDP | Gross Domestic Product |
| HISA | Household Income and Savings Association |
| HIV/AIDS | Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome |
| IF | Innovative Farmer |
| IFs | Innovative Farmers |
| IG | Intermediate Goal |
| IGAs | Income-Generation Activities |
| IMA | Inputs and Marketing Association |
| IPM | Integrated Pest Management |
| IPNM | Integrated Plant Nutrition Management |
| LRSP II | Long Range Strategic Plan II |
| MDLSP I | Magu District Livelihood Security Project I |
| MDLSP II | Magu District Livelihood Security Project II |
| MDSLP | Magu District Livelihood Security Project |
| MIFOSE | Missungwi Income and Food Security |
| MoU | Memorandum of Understanding |
| MT | Metric Tonne |
| MTE | Mid Term Evaluation |
| MVIWATA | Muungano wa Vikundi vya Wakulima Tanzania |
| NGO | Non-Governmental Organization |
| NORAD | Norwegian Agency for International Development |
| OD | Organizational Development |
| PIR | Project Implementation Report |
| PRSP | Poverty Reduction Strategy Paper |
| S&C | Savings and Credit |
| SPM | Selection, Planning, and Managing |
| SEDA | Small Enterprise Development Agency |
| TA | Technical Assistance |
| TANESA | Tanzania Netherlands Society on Aids |
| TOSCA | Tanzania Official Seed Certification Agency |
| TOT | Training Of Trainers |
| Tshs | Tanzanian Shillings |
| UNDP | United Nations Development Programme |

| | |
|---|---|
| URT | United Republic of Tanzania |

# CHAPTER I: INTRODUCTION

## 1.1 PROJECT OVERVIEW

CARE International in Tanzania implemented the first phase of Magu District Livelihood Security Project (MDLSP I) in the January 1996 to December 2000. In January 2001, the organization started implementing a five-year phase two of Magu District Livelihood Security (MDLSP II). Both projects are in the Magu District of Mwanza region and are funded by the Norwegian Agency for International Development (NORAD) and the Norwegian People through CARE NORGE.

The overall goal of MDLSP II is to increase the food and income security of 15,000 vulnerable households in fifteen wards of Magu District, particularly those headed by women, by December 2005 by providing information and skills that rural households may use to increase their income and food security. The information will be directed to both women as a group and vulnerable households so that they are able to address their specific problems. The information shall be relating to ways and means of increasing: (i) acquisition and use of appropriate agricultural approaches, technologies and inputs by the target households**, (**ii**)** the number of households that are engaged in on-farm and off –farm income generation activities largely based on savings mobilisation, and (iii) the number of community based institutions that are effectively supporting income and food security initiatives of the targeted households.

## 1.2 LOCATION OF THE PROJECT

### 1.2.1 Political and administrative context

Magu District is one of the 8 districts of Mwanza Region. Mwanza Region is located in the northern part of Tanzania adjacent to Lake Victoria. Magu district is located on the north-western part of Mwanza Region and shares borders with Ilemela and Nyamagana districts to its east; Kwimba and Missungwi districts to its south; Bariadi district to its east and Bunda district to its north-east. The district is divided into 6 administrative divisions, 27 wards and 125 villages, and 778 sub-villages. Twenty three of the 27 wards are considered rural, one ward is urban, and 3 wards are mixed. While Magu Mjini is the urban ward, the mixed wards include Kisesa, Nyanguge, and Kalemela. The project is operating in 68 villages in 15 wards, including two of the mixed wards, Nyanguge and Kalemela.

### 1.2.2 Physiography and land use

Magu district is located between latitude $2^0$ 10′ and $2^0$ 50′ South and between longitude $33^0$ and $34^0$ East. Temperatures are tropical and range between $25^0$C and $30^0$C. Rainfall is bimodal in nature and averages 800 mm per annum with a range of 700 mm – 1000 mm. The two rain seasons are October to December, and March to May. The total area of Magu district is 4800 km$^2$ of which 1725 km$^2$ are covered by lake Victoria Lake Victoria. Fifty percent (236,300 hectares) of the land area is considered arable, 30% (144,000 hectares) is pastoral land, and natural and planted forests occupy about 3.4% (16,320 hectares) of the land.

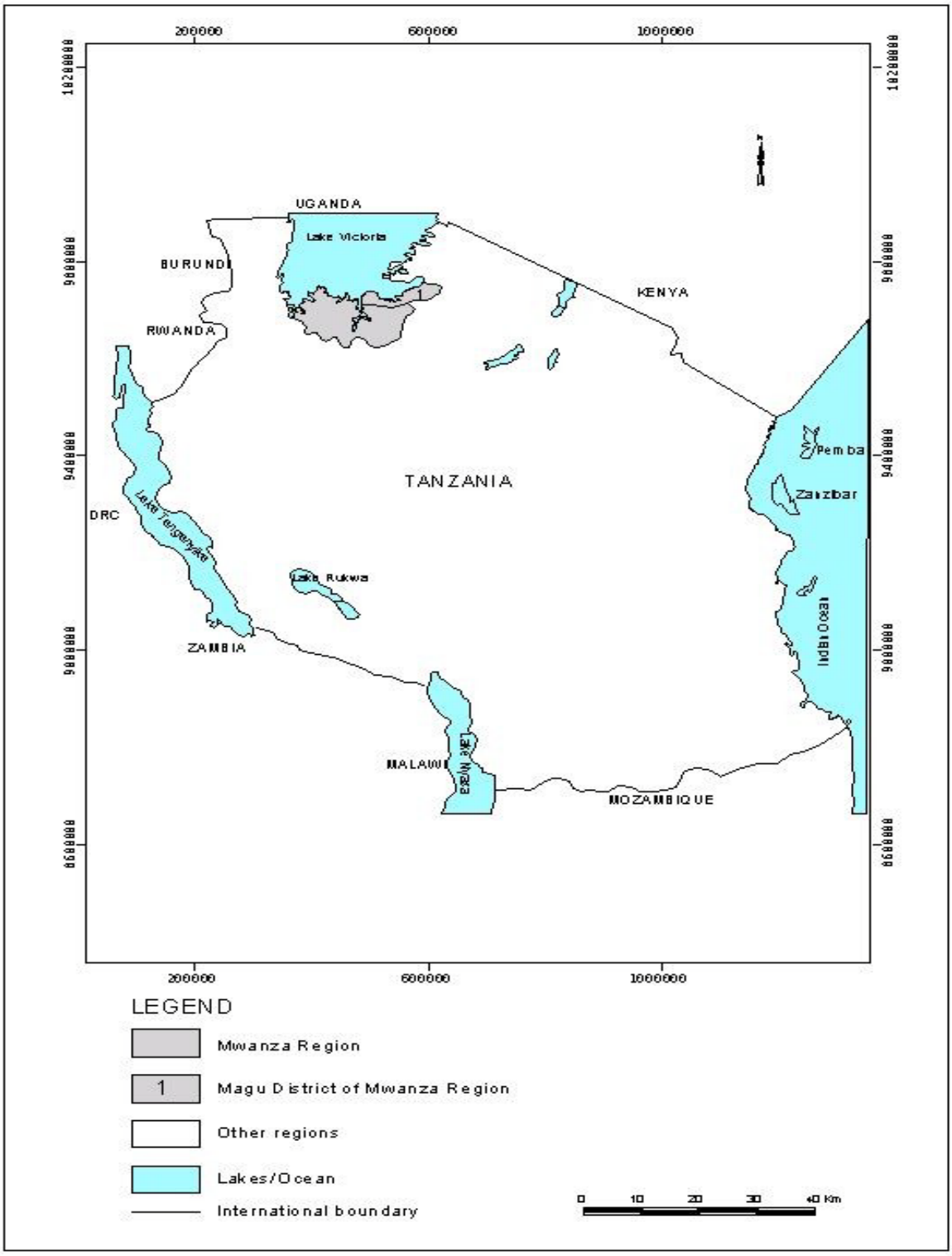


**Figure 1: Map of Tanzania showing location of Magu District**

### 1.2.3 Population

Statistics from the 2002 (URT 2003) Population and Housing census puts Magu district's population at 416, 113 of whom 202,077 (48.6%) are males while the remaining 214,036 (51.4%) are females. The district has 70,065 households, each with an average number of 5.9 persons. Magu is one of the poorer districts in Tanzania where the majority of the population live below poverty line (Wamara, 2000). Agriculture is the mainstay of Magu district's economy as 90% of the population is employed in crop and livestock production on a full-time basis and contribute 85% of the district GDP. Other economic activities include fishing, which employs 3% of the population and which contributes 10% of the district GDP; and commerce, which employs 5% of the population.

### 1.2.4 Agricultural and Livestock Sector

#### 1.2.4.1 Farming

The agricultural sector plays an important role to the residents of Magu district. It produces food for home consumption and some for sale. Agriculture also employs the majority of the population as well as producing cash crops for sale to generate income. The main crops grown in the district include cotton, paddy, maize, sorghum, sweet potatoes, groundnuts, cassava, and such horticultural crops as tomatoes, onions, and vegetables. Even though many crops can be sold to earn cash, cotton, tomatoes, and vegetables are conventionally grown primarily for sale and are therefore considered as cash crops. Generally most farmers in the district use hand hoe in farming with minimum use of modern inputs. Use of manure is still low even though is relatively in abundant supply. Extension effort would be a good way of increasing the use of manure. Serious consideration of the bulk nature of manure has to be addressed before manure use can be promoted. Manure improves soil structure and nutrition and has long-term benefits to soil structure and therefore productivity. Use of fertiliser and pesticides is largely confined to cotton. One of the major bottlenecks to the wider use of fertiliser and pesticides is the high price. However, availability in the proximity also contributes to low use of such inputs.

#### 1.2.4.2 Livestock

The district is estimated to have a total of 300,000 heads of cattle, 120,000 goats, 80,000 sheep, 500 donkeys, 55 pigs, 30,000 ducks and 150,000 chickens. Of the 300,000 heads of cattle, 60 are dairy and 299, 940 are local breeds.

### 1.2.5 Sources of income

The main on and off farm income generating activities in Magu district include agriculture, fishing, livestock keeping, petty business, carpentry and employment either from government institutions and departments or private organisations.

## 1.3 CARE Household Livelihood Security Framework

Livelihood approach to development has been applied by many development agencies including DFID, Oxfam, CARE and UNDP (Carney e*t al.*, 1999). Livelihood framework is a tool aimed at improving the understanding of livelihood with particular emphasis to the

poor. It contains the main factors that affect people's livelihood, and typical relationship between these. CARE International defines a livelihood as adequate and sustainable access to income and other resources to enable households to meet their basic needs. A livelihood comprises of the capabilities, assets, and activities required for a sustainable means of living, and include such items as adequate access to income, food, water, educational opportunities, health, housing, community participation, and social integration. For a livelihood to be sustainable however, it has to be able to cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base (Carney, 1998). Households failing to withstand the shocks (natural or man made), the effects of external trends (economic, technological), and seasonality are regarded as vulnerable and insecure.

### 1.4 The Magu District Livelihood Security Project (MDLSP)

The Magu District Livelihood Security Project is now in the second year of its second phase. The design of the first phase was based on a the Rapid Food and Livelihood Security Assessment (RFLSA) study that was carried out in September 1995 by CARE in collaboration with the Tanzania Food and Nutrition Centre (TFNC) and the Regional Administration in the regions of Mwanza, Mara, and Shinyanga. The assessment analysed the causes of food and livelihood insecurity in selected districts in the area and found out the following as the important causes of food insecurity:

**i) Unreliable rainfall**

Over the past 10 years, the rainfall pattern has been unpredictable. There have been three severe drought years (1993, 1995/6, 1998) and a year of floods (1998, El-Nino) in the district. In this year, Magu district is reportedly having 140,352 food insecure people and needs some 1.398 metric tonnes (MT) of food aid each for the months of October and November (FEWS NET, 2003). This unpredictable rainfall and severe drought for a rain dependent agriculture lead to low food and cash crop production and therefore food and income insecurity.

**ii) Limited Acreage, declining soil fertility, and inaccessible land**

The project baseline survey determined that over 90% of the project participants depended on farming for their income. Average land holding size was 6.6 acres with an average of 4.9 acres under cultivation. Seventy nine percent of the households own some land, most of it being inherited. Inadequate land was ranked as the highest non-climatic limiting constraint to agricultural productivity. Soil infertility, mainly caused by continuous cultivation and lack of fallow periods has led to reduced production per unit area. The size of household land holding continues to reduce as the population grows.

**iii) High prices of, and lack of access to, agricultural inputs**

With the collapse of the co-operative movements in Tanzania, access to input for agricultural production was seriously affected. The co-operatives system was previously able to channel inputs to farmers at the village level on credit basis. Over 85% of the farmers in the project area depended on the co-operative system for their seed and other

agricultural inputs [1] and with the collapse they have had to look for alternative means of access. Furthermore, with the liberalization of trade, government subsidies on agricultural inputs stopped. The prices of most items therefore became prohibitive and some were no longer affordable. The private sector has been unable to build an input distribution network to adequately replace that of the co-operatives, which has resulted into farmers being forced to go for inputs to larger towns far away.

**iv) Inadequate access to credit and extension services by farmers**

Women have an important role to play in ensuring food security to the household despite the fact that they are more disadvantaged in terms of access to productive land, labour, inputs, extension services and credit facilities. Extension services have been made worse by government retrenchment of staff. The project survey showed that up to 90% of the project area residents had reported not receiving agricultural extension services[2] for a period of up to one year. Regarding extension services, the government agricultural extension services have been ineffective. The number of Agricultural extension staff is inadequate and the few available do not have adequate logistical support and are de-motivated.

Findings from the project baseline, mid-term evaluation, the project Participatory Rural Appraisals, as well as direct observation by staff, before and after the mid term evaluation, confirm that the causes of food and income insecurity that existed during Phase I of the project continue to be important constraints to household livelihood security. The household surveys also reveal that households continue to rely very heavily on agriculture for their livelihoods. Magu district has been classified as a chronically vulnerable area that is susceptible to frequent food shortages, which threaten agricultural production. Therefore, the problems addressed during the first phase still exist and are therefore the ones still being addressed during the second phase, which is stated as **"Low income and food security among vulnerable households in Magu especially among those headed by women."**

Specific problems are:

(i) Poor access to and use of appropriate technologies and inputs for production of both cash crops and food crops.
(ii) Inadequate practice of "off farm" income generating initiatives, savings mobilisation and business development.
(iii) Inadequate local community institutions or organisations able to facilitate "on farm" and "off farm" income and food security among vulnerable households.

[1] CARE Tanzania- Magu District Livelihood Security Project, Baseline Survey Report – October 1997

[2]Ibid

**Project's intermediate goals and implementation strategies**

Recognising the role played by above- mentioned factors in food and income insecurity in Magu district, CARE Tanzania is implementing an income and food security project in Magu District with the following three intermediate goals:

- Increased acquisition and use of appropriate agricultural approaches, technologies[3] and inputs[4] by the target Households.
- Increased number of households engaged in on-farm and off –farm income generation activities largely based on savings mobilisation.
- Community based institutions[5] are effectively supporting income and food security initiatives of the targeted households

To achieve its goals and outputs, Magu Income and Food Security Project will provide information and skills that rural households may use to increase their income and food security. The information will be directed to both women as a group and vulnerable households so that they are able to address their specific problems through interventions in the following three areas, which are the key components of the Project: (i) Technology Transfer, (ii) Economic Development, and (iii) Capacity Development. Each component caters for a specific intermediate goal despite their interrelationship. Thus, while the Technology Transfer component aims at increasing acquisition of appropriate approaches, technologies and inputs, the Economic Development component aims at increasing the number of households engaged in on-farm and off-farm income through savings mobilization. The Capacity Development component aims at empowering community-based institutions that support income and food security initiatives of targeted households. In order to increase efficiency and sustainability, the project has been emphasizing on collaboration with government departments, research institutions, the Tanzania Official Seed Certification Agency (TOSCA), and other NGOs at district level in the implementation of the project activities as well as moving more responsibilities to the community level.

### 1.5 Terms of Reference

Care Tanzania has completed its Long Range Strategic Plan (LRSP II), which came into effect as of July 2003. The LRSP II emphasise the following programmatic areas:

(i) Good governance: To enhance good governance for high quality and equitable service delivery in basic education, health, and HIV/AIDS through partnership with local governments, private sector, and the civil society

[3] Efficient, effective scientifically recommended and environmentally sounds technologies, approaches that are locally compatible.

[4] Includes seed, organic and inorganic fertilisers, organic and inorganic pesticides and other farm implements.

[5] Community Institutions include Community Based Organisations, Farmers Apex Associations, Local NGOs.

(ii) Policy analysis and advocacy: This will be in partnership with others to advocate for policies at local, national, and international levels to address causes of income poverty and food insecurity.

(iii) Active citizenship: Using empowerment approach to strengthen people's capacity for self-reliance and active citizenship in the exercise of their rights and responsibilities to overcome poverty and social injustice.

(iv) Realign CARE Tanzania organization, culture, system, skills, and staff to ensure excellence, effectiveness, and continuous learning in the implementation of its Long Range Strategic Plan (LRSP).

Accordingly, the Mid Term Evaluation (MTE) ought to emphasize on implementation and results with the view of evaluating how the project has coped with the challenges and working conditions that aim at realigning the project activities to the LRSP II. This MTE aims at informing implementation of the main phase of project in which a reassessment of the relevance of the activities, their effectiveness, impact, the efficiency, and sustainability are the key criteria. The MTE should be more inclined to the process than to the impacts. Detailed Terms of Reference are provided as Appendix 1.

# CHAPTER II: METHODOLOGY

## 2.0 Overview

Part of the Project activities started in 1997 and part in 2001. Mid-term evaluation (MTE) was to assess (i) projects' current achievements and progress towards realising the final goal as established in the project design, (ii) reviews the appropriateness of the overall project design against the experience during implementation, (iii) assesses the community organisations recruited by the project and their capability along the respective technical interventions, including governance, policy advocacy, and HIV/AIDS mainstreaming, (iv) assesses the collaborative and partnership strategy of the project design, and (iv) determines and suggests a possible project phase out strategy.

In order for the MTE to provide insight and judgement that would guide the future direction of project, the data to be collected and analysed should be pertinent with indicators. Findings for the MTE are therefore necessarily ordered in the form of indicators relating to the 3 key components of the project. Both qualitative and quantitative indicators are to be presented.

## 2.1 Indicators for measuring progress

Indicators for assessing progress towards the final goal are as indicated in the Project Monitoring and Evaluation Plan of August 2001. For the MTE, emphasis is on intermediate goal indicators, which falls under the three project components of technology transfer, economic development, and capacity development. Both output indicators and process indicators are to be measured.

## 2.2 Output indicators

Output indicators would largely be quantities and would be obtained through surveys and project progress reports (PIRs). The surveys would collect quantitative information on achievements.

### 2.2.1 Output indicators for the Technology Transfer Component

For the Technology Transfer Component, output indicators would be the accomplishment of activities that support adoption of new technologies and the resultant number and therefore percentage of target households practicing required agricultural inputs and technologies.

**Outputs and activities**

The technology transfer component contributes to the final project goal through intermediate goal one: increased acquisition and use of appropriate agricultural approaches, technologies[6] and inputs[7] by the target households. In order to achieve the intermediate goal, activities should be undertaken so as to get the following three outputs:

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[6] Efficient, effective scientifically recommended and environmentally sounds technologies, approaches that are locally compatible.

[7] Includes seed, organic and inorganic fertilisers, organic and inorganic pesticides and other farm implements.

**Output 1: Local organizations[8] and private sector that are effectively providing appropriate agricultural technologies are in place.**

This output would be achieved through accomplishing the following activities:

- Facilitate identification, testing, application and extension of appropriate agricultural technologies and inputs,
- Improve effectiveness and efficiency of linkage between farmers and technology sources
- Introduce and promote locally available organic farming technologies

**Output 2: A Cadre of skilled Innovative Farmers is in place to promote extension of agric-technologies and Agricultural inputs**

Activities under this output include the following:

- Conduct Training Of Trainers (TOT) for innovative farmers (IFs) in use of agricultural inputs,
- Provide IF with technical assistance on assessment of technologies and inputs at farm level
- Facilitate training and cross visits.

**Output 3: Community based seed multiplications for improved seeds are promoted.**

- Promote community based seed multiplication.

### 2.2.2 Output indicators for the Economic Development Component

For the Economic Development Component, output indicators would include both completion of the necessary activities and the results of the activities. The indicators would therefore include the number of target households participating in savings and credit schemes and the number of target households involved in profitable on-farm and off-farm income generating activities.

**Outputs and activities**

The economic development component contributes to the final goal through intermediate goal 2: increased number of households engaged in on-farm and off-farm income generating activities largely based in savings mobilization. In order to achieve the intermediate goal, activities should be undertaken so as to get the following two outputs:

**Output 1: Credit schemes largely based on savings mobilization with policies that optimise access to credit for women are operational in the project area.**

In order for the project to realize the output, the following activities ought to be undertaken:

[8] Community organised initiatives.

**Facilitate the recruitment of potential savings and credit groups in wards and improve on their current practices through:**

- Carrying out recruitment activities using participatory methods. The recruitment will involve developing criteria to ensure that the potential savings and credit groups are identified.
- Conducting publicity meeting to promote project interventions.
- Identifying and categorizing the potential savings and credit groups.

**Facilitate access to loan funds to groups in schemes that favour women in terms of credit availability by:**

Conducting baseline survey and set benchmarks for access to credit for women.

- Conducting a survey to micro finance institutions
- Reviewing lending terms from potential sources
- Developing policies for most vulnerable groups that are unable to access potential sources

**Monitor amounts of credit taken and how it is used segregated by female and male-headed households through:**

- Developing mechanisms for tracking the use of credit by gender
- Desegregating access to credit by gender
- Tracking male and female use of credit
- Assessing the difference in ownership of credit
- Training about gender disparity in use, access and ownership

**Facilitate peer- provision of Technical Assistance (TA) in business planning; finance management and marketing among community savings and credit groups (Mentoring) by:**

- Identifying current inter-group guidance methodology
- Establishing standard of finance, business planning, and marketing in savings and credit groups.
- Identifying gaps in provision abilities by the communities
- Developing sustainable mechanism to assistance delivery
- Conducting training and building community skills in Business Planning, Finance and Marketing in Savings and Credit groups

**Output 2: A cadre of community resource persons (CRPs) that offer training to Community Based Organization (CBO) members on savings and credit, marketing, and business identification, planning and management is in place.**

In order for the project to realize the output, the following activities ought to be undertaken:

**Conducting needs assessment for Savings and Credit (S&C) groups on Income Generation Activities (IGAs) management by:**

- Identifying existing IGAs carried out by S & C groups and their management skills
- Identifying gaps in management of IGAs
- Developing support mechanisms with CBOs using participatory methods
- Developing skills improvement training plan to bridge identified gaps.

**Conduct training of trainers for Community Resource Persons (CRPs) in savings, credit schemes and marketing through:**

- Developing, with community, the definition of Community Resource Person (CRP)
- Conducting capacity assessment of CRPs and assessing their capacities to train other CBO members.
- Identifying areas to be strengthened
- Developing, packaging and conducting training to CRPs
- Developing training schedule with CRPs as a community follow-up mechanism to ensure that other CBO members are trained and enhance sustainability of the system.

**Train Community Resource Persons on training community members in Selecting, Planning and Managing (SPM) Income Generation Activities through:**

- Reviewing the existing system SPM
- Conducting needs assessment to CRPs
- Developing training package
- Conducting training on SPM of IGAs
- Facilitating development of training schedule with CRPs to ensure that CBO members are trained in SPM of IGAs.

**Organize cross visits for new Savings and Credit Groups to interact with established groups to share IG experiences:**

- Facilitate development of community definition on cross visit
- Develop, with community, the mechanisms for cross visit.
- Develop cost sharing mechanism with the CBOs for participating in the cross visit
- Organise cross visit
- Facilitate CBOs to implement and document the lessons learnt and share with other CBOs implementing similar activities

**Facilitate sub-sector analysis of selected production based business sectors to identify Income Generating (IG) opportunities with Savings and Credit groups:**

- Facilitate CBOs to have a local definition on sub-sector
- Explore the sub-sector that the community depend on
- Facilitate the CBOs to set categories for identification of sub-sector
- Develop schemes for investigating sub-sector analysis (From production to value added to marketing)
- Conduct economic analysis at each stage

- Conduct analysis of sub-sector

### 2.2.3 Output indicators for the Capacity Development Component

For the Capacity Development Component, output indicators would be the accomplishment of activities that lead to the formation and functioning of community-based institutions and the number of target households with income generating activities that receive technical assistance from local institutions and the number of local institutions providing technical assistance on food security to target households

**Outputs and activities**

The Community Development Component contributes to the final project goal through intermediate goal three: community-based institutions are effectively supporting income and food security initiatives of the targeted households. In order to achieve the intermediate goal, activities should be undertaken so as to get the following two outputs:

**Output 1: Local institutions that promote food security, on-and off farm income generating activities are operating in a coordinated manner in the project area.**

Activities implemented under this output include:

- Identification and Recruitment of Community based organizations (CBOs)
- Formation of Community based institutions (CBIs) in the project area
- Formation of Community based institutions (CBIs) in the project area
- Linking of community based institution members to identified sources of agricultural technologies, IGAs, savings and credit sources and Organizational Development (OD)
- Training on Participatory extension methods

**Output 2: Opportunities exist for community-based institutions to appraise and improve on their capacity to sustainably support on- and off farm income generating activities and food security.**

Under this output, the following activities were being implemented:

- Linkages within the project area among CBOs
- Cross-visits within the project area and outside identified and conducted.
- Training of CBIs members on improved agric technologies, preservation & storage methods

## 2.3 Process indicators

Process indicators would be obtained through qualitative methods as well as examination and observation of processes and methodologies used in carrying out project activities.

### 2.3.1 Process indicators for the Technology Transfer Component

The technology transfer component follows the linking methodology in carrying out its project activities. Linking methodology is the process whereby communities identify, analyze and prioritise their constraints and opportunities in their farming systems, and

identify/delegate their most innovative representatives to visit project selected information sources. Linkage normally takes the following forms:

a) Cross- visits which include innovative farmers visiting experts, experts visiting farmers in the villages, and farmer to farmer visits
b) Farmer field days and agriculture exhibitions
c) On farm testing of relevant technologies

In accomplishing linkages, the following steps are followed:

a) Information about the link is sent to community by the project
b) Community organizes the meeting to identify innovative farmers who will participate in the link.
c) Actual link is conducted
d) The community organizes the link feedback meeting after the link exercise is undertaken.
e) Selection of appropriate technologies by the farmers.

Linkage activities have a cost and the following cost items are typical of any linkage activity: hotel costs, meals, transport, and cost of the source of information. Sources of information include research institutions, farmer training centres, universities, and innovative farmers operating in and outside the project area.
For the purpose of ensuring sustainability, the cost incurred during the linkage exercise is shared between the project and the link participants. The contribution of each party between the project and the community in meeting the cost of linkage activities is agreed upon in a participatory manner between the project and beneficiaries.

### 2.3.2 Process indicators for the Economic Development Component

Process indicators gauge the manner/process by which economic development activities in the project are undertaken. The Economic Development Components employ participatory approaches to identify CBO member's priority, link them to technical expertise for training and exposure to economic opportunities. The process involves the following steps:

**Participatory meeting with the community**

This is a formal discussion, which may be done with a semi-structured question guide. It is the meeting conducted at the community level which includes both men and women where the decisions are made together.

**Procedure of participatory community meeting:**

- Write a letter to the Chairperson of the CBO to invite all CBO members at the meeting.
- Introduce the meeting objective
- Facilitate the meeting to continue with the discussion
- Observe the audience
- Facilitate to reach the consensus.

**Establishment of Linkage mechanisms**

Linkage mechanisms is the process where the CBOs organize themselves and state the objective of learning something through cross visits and site seeing in different places. The place to be visited might be either within or outside the project area.

**Procedure for establishing linkage**

The following aspects and activities need to be considered and undertaken respectively in the process for establishing linkage:

**Linkage cost**

Before linkage every member involved must know the cost of the linkage that is because planning of the linkage must involve the issue of cost sharing and how to get the money and who is paying. All cost items must be considered and would include accommodation, meals, transport, and cost of source of information

**Discussion of the source**

This step is done to assess the type of technical support that will be provided by the sources. It involves assessing the cost of support from the source what impact will be obtained.

**Discussion with the target group**

This step involves sharing with the target group, the information collected from the various sources so as to assess the type of technical support provided. It helps the target group to identify and select the appropriate source of technical support to suit their needs.

**Planning**

This is the arrangement done to introduce the target group to the linkage. The plan will includes the following: date of linkage, place, number of days, target group by gender, objectives of the link, link preparations, other documents related to link, agenda for the link visit, and feedback mechanism

**Information needed on the linkage**

All information that is needed on a linkage must be gathered and documented by the Economic Development Officer (EDO), this will be useful for any future reference made on linkage.

**Monitoring methodologies of the linkage**

Monitoring method must be developed as a guideline to help in the follow up of a linkage. There is usually a set of forms with detailed instruction on different components on linkage. Field Officers are instructed by the Project Officer to make a close follow up of linkage at groups level and report to the Project officer.

**Follow up of Linkages**

Linkage follow up is done at the CBO level to see the progress, the project Field Officers make a follow up at the CBO level and report the progress to Economic Development Officer. The data collected from the CBO is worked out to give an indication on the progress on the linkage. In some cases the specialists from the sources may also maintain follow up on the linkage to see if CBOs are practicing according to instructions.

**Linkage impact assessment**

After linkage the Project needs to know the impact on the target group. Immediately after a linkage activity, CBOs are requested to assess the source of information. This enables the CBO to identify the weaknesses and strength of the source.

**Sustainability of the linkage**

Sustainability of a link is very important as it guarantees the CBO that they will continue to benefit from a particular source. It will be wastage of time and resources for both CBO and the project to attend a linkage that is not sustainable. By sustainability of linkages, we refer to the following issues:

a. Future linkage plans- things to be done in future.
b. Cost sharing- sustainable payment of the linkage must be stated.
c. Contact for linkage person - address and place/source should be kept in the database by both the EDO and the CBO.
d. Monitoring system adopted.

### 2.2.4 Process indicators for the Capacity Development Component

Process indicators for the capacity development component gauge the manner/process by which project activities under the component are undertaken. The indicators shall pertain to among other things the process to be applied in undertaking the activities under the component. The process entails a systematic approach and networking activities. It uses linkage methodology and is undertaken through the following steps:

- Participatory Identification of needs for capacity development i.e. involvement of CBOs/CBIs in identifying their needs for improvement. This would include identification and ranking by CBO/CBIs of their linkage needs.
- Participatory identification of relevant sources for technical support to CBOs/CBIs through which external sources for linkage of the CBOs/CBIs in and outside the project area are identified.
- Develop a **memorandum of understanding (MoU)** with potential source for linkage. A memorandum of understanding is a contract document between the project and the selected sources of agricultural inputs, technologies and credit services within or outside the project area. The terms of collaboration between the project and the external sources for networking and linkage would be to convene meetings with CBI/CBO and would include a discussion and agreement on cost sharing of the linkage visits.
- Carrying out the activities for linkage networking for exchange of technologies/skills and sharing of experiences.

- Training to build their capacities including inculcation of the principle of sustainable support i.e. a project intervention strategy mainly based on participatory learning of new practices and ideas, experience sharing and exchange of knowledge and skills among the target groups (CBOs/CBIs), the entire community and link sources, networking and training in a continuous manner without necessarily depending on external support.

### 2.4 Data collection tools

Many data collection tools were used in order to capture both quantitative and qualitative output and process indicators. The tools included document and literature reviews, sample household surveys using a questionnaire, key informant interviews, focus group discussions, and workshops. While the survey questionnaire was administered to random samples of households, focus group interviews were directed at specific groups of individuals, including project staff, farmers groups etc. Special effort was made to have female-headed households included in the random samples and deliberate effort was also made to include individuals not participating in Project activities in focus group interviews and among individuals sampled for responding to the survey questionnaire. Inclusion of individuals not participating in project activities provided a control group, which would be compared to those participating in project activities, thus confirming that changes are attributable to project activities.

#### 2.4.1 Document review

Relevant documents and literature were reviewed to get the general picture of the activities of the Magu District Livelihood Security Project. Among the documents reviewed include, the MDLSP Project, the Project's monitoring and evaluation plan, the baseline report of November 2000, and the Project Implementation Reports (PIRs) for various quarters.

#### 2.4.2 Household survey questionnaire

A questionnaire was developed, reviewed with project staff, translated in Kiswahili, pre-tested on a group of farmers by enumerators and then modified in line with the pre-test exercise. Assessment of food security items on the questionnaire were confined to the 2001 and 2002 agricultural years and excluded the 2003 agriculture year. The 2003 agriculture year was very dry and its inclusion would have misrepresented the food security aspect. However, items on coping mechanisms included the 2003 agriculture year so as to be able to capture the coping mechanisms during the 2003 drought period. The questionnaire was administered to a random sample of 341 heads of households from a random sample of 15 villages distributed in 15 wards from 6 divisions where the project is operating. One hundred fifty seven (46%) of the sampled households were males and the remaining 184 (54%) were females; 89% (303) were male headed households, 11% (38) female headed households; 65% (221) were participating in project activities while the remaining 35% (120) were not participating in project activities and therefore acted as controls. The English version of the questionnaire is appended as Appendix 2.

### 2.4.3 Key informant interviews

A number of individuals in different capacities were met and interviewed on aspects related to the MTE. The individuals interviewed included MDLSP staff, Innovative Farmers (IFs), Community Resource Persons (CRPs), and a representative of the District Agricultural Development Officer.

### 2.4.4 Focus Group discussions

Focus group discussions were conducted with groups of individuals to get information on particular aspects related to the MTE. Focus group discussions involved groups of Project Field Officers, Project Technical Officers, Groups of farmers engaged in a particular intervention (e.g. credit and savings intervention), and groups of farmers not participating in project activities

### 2.4.5 Workshops

A one day workshop of stakeholders was conducted that included farmers, leaders of community-based institutions, community resource persons, innovative farmers, and partners (District Agricultural Development office, District Community Development Office, District Planning Office, and District Medical Office). The aims of the workshop were to review the progress of MDLSP, to identify obstacles and opportunities for development, and to develop recommendations for the way forward. Workshop items are shown as Appendix 3.

# CHAPTER III: FINDINGS AND DISCUSSION

## 3.0 Overview

The findings presented emanate from both qualitative and quantitative data that were collected during the MTE. While qualitative information is geared more towards assessing the project implementation processes, quantitative information serves more in assessing realization of quantitative outputs. This does not imply that processes have no bearing on quantitative outputs. Indeed, it is the qualitative information on the processes that gives explanation to the outputs and which points to whether or not the final goal is likely to be achieved under the circumstances. Presentation of quantitative findings, which relate to output achievements, is structured along the three project components: technology transfer, economic development, and capacity development. Since the processes for conducting project activities under all the three components involve one approach called the linkage mechanism, presentation of results under the process aspects is not by components. It is however to note that all the three components are related and both the processes and activities contribute to the achievements jointly. Separation of achievements is therefore for easiness of presentation and should not be interpreted as associating the achievement to single factors. The analysis and discussion centres on whether or not the processes under the component are sustainable, effective, efficient, relevant, and likely to bring impact to the target population. Additionally, the discussion would highlight lessons learnt and recommendation for project activities in subsequent years.

## 3.1 Achievements under the Technology Transfer Component

Achievement status under the technology transfer component as measured by the indicators under this component, extracted from the PIRs as of June 30, 2003 and the Project brief report presented at the stakeholders workshop is summarised below. The achievements are with reference to increasing acquisition and use of appropriate agricultural approaches, technologies and inputs by the target households and are summarized below:

- A total of 277 treadle irrigation pumps, 10 sweet potato slicers, 4 sunflower oil press, and 37 ox-weeders, 1201 ox mouldboard ploughs, 48 other implements, and 278 improved stoves have been sold to farmers in 68 villages across the 15 project wards.
- Through 542 IF, a total of 5 Tonnes of maize seeds, 2,800 bundles of cassava cuttings, 1, 804 bundles of sweet potato cuttings, 2.4 Tonnes of sunflower, 662 kg of *phaseolus* beans, and 60 kg of soybeans has been distributed for seed multiplication in 62 villages in the 15 project wards.
- A total of 594 farmers have been trained on IPM and have therefore acquired the skill.
- A total of 7,071 (3,211 females and 3,860 males) farmers from the project villages had received agronomic training on maize, cassava, sweet potato, sunflower, beans, soy beans, and horticultural crops.
- A total of 2,368 (1,281 females and 1,087 males) farmers had gone through the Farmers Field School extension methodology for maize, cassava, sweet potato, sunflower, *phaseolus* beans, chickpea, and soybean crops.

- Over 12,054 (6,514 females and 5,540 males) farmers have attended demonstrations on various implements and equipments as extension efforts. The equipments and implements for which demonstrations have been conducted include treadle pump, cassava chipper, sweet potato slicer, sunflower press, ox weeder, post harvest technology, food storage and energy saving stoves.
- 669 Innovative Farmers have been trained on community based seed multiplication which they will use to produce improved seeds for their communities, thus making it possible for more farmers to use improved seeds. The trained IFs were from 62 villages across the 15 project wards. Additionally, some farmers from 7 villages other than the project villages have been trained on community seed multiplication. Further, 819 IFs have received agronomic training for various crops, 463 on various implements, 594 on Farmer Field School methodology, 39 on treadle pumps, 249 on post-harvest technologies, 83 on food storage techniques, and 67 on energy saving stoves.
- A total of 542 Innovative Farmers and 392 Community Resource Persons have been recruited, and these will provide training on improved production skills.

A summary on output achievements for the Technology Transfer Component indicates that some 21,493 farmers have been reached through agronomic training (7,071), equipment and implement demonstrations (12,054), and going through the farmer field school extension methodology (2,368). Given the average household size of 5.9 persons for Magu District, the reached farmers would represent at most 3,600 households, which is about 24% of the target household of 15,000.

The Technology Transfer Component achievements have translated into increased production as supported by the household survey data presented in Table 1. From the Table, it is clear that out of a random sample of 341 households, about 50% of the households reported of recording increased agricultural production during the project period of 2001-2003 compared to the period before. Increases is in production were reported despite the drought that was experienced in the project area in the 2003 agricultural period.

**Table 1: Agricultural production for 2001-3 compared to previous year (n=341)**

| Nature of change in production | Number | Percentage | Mean change (bags)[1] |
|---|---|---|---|
| Increased | 170 | 49.9 | 6 |
| Decreased | 144 | 42.2 | 5 |
| Remained the same | 27 | 7.9 | NA |
| Total | 341 | 100 | NA |

[1] This is a 100 kg of produce

Source: MDLSP Mid-term Evaluation Survey data, 2003

Table 2 presents the relationship between changes in agricultural production and whether or not the household is a participant to the activities of the MDLSP. It is evident from the table that there is a relationship between change in production and participation in the

MDLSP activities. Thus farmers participating in the MDLSP have significantly (p=0. 000) increased their agricultural production during the project period.

**Table 2: Relationship between change in production and participation in MDLSP**

| Change in production | Participants in MDLSP (n) | Non-participants in the MDLSP (n) | Totals (n) |
|---|---|---|---|
| Increased | 150 | 20 | 170 |
| Decreased | 60 | 84 | 144 |
| Remain same | 10 | 17 | 27 |
| TOTALS | 220 | 121 | 341 |

Chi-square: 45.6 (p=. 000)
Source: MDLSP Mid-term Evaluation Survey data, 2003

That participation in MDLSP has a significant increase in one's agricultural production was further supported by survey results on the first reason given by respondents to how their agricultural production increased and decreased during the 2001-2003 farming period (Table 3). Among the households reporting increased agricultural production for the 2001-2003 period, about 55% attributed the increase from adopting improved farming practices. The practices included use of improved seeds, timely weeding, increased number of weeding, timely planting, use of irrigation, use of organic manure and use of botanicals in pest control etc. Adoption of improved farming practices was attributed to improved access to advisory services that is contributed to a large extent by MDLSP activities in the area. Favourable rainfall was cited as the main reason for increased production by about 42% of the households (Table 3).

**Table 3: First reason for household's increased or decreased production**

| **Households who reported increased production (n=164)** | | |
|---|---|---|
| Reason | Number | Percentage |
| Use of improved farming practice | 90 | 54.8 |
| Favourable rainfall | 69 | 42.1 |
| Expanded acreage | 5 | 3.1 |
| **TOTALS** | **164** | **100** |
| **Households who reported decreased production (n=149)** | | |
| Insufficient rain | 64 | 42.9 |
| Poor farming practice | 52 | 34.9 |
| Low soil fertility | 19 | 12.8 |
| Small acreage | 6 | 4.0 |
| Insufficient labour | 4 | 2.7 |
| Rodent damage | 2 | 1.3 |
| Too much rain | 1 | 0.7 |
| Do not know | 1 | 0.7 |
| **TOTALS** | **149** | **100** |

Source: MDLSP Mid-term Evaluation Survey data, 2003

On the other hand, among households who recorded decreased agricultural production, about 43% cited insufficient rainfall as the biggest factor accounting for their decreased production. However, about 35% cited poor farming practice as the main reason accounting for their decrease in agricultural production. The other main reasons for decreased production include: low soil fertility (cited by 12.8%), small acreage (4%), insufficient labour (2.7%), rodent damage (1.3%) and too much rain (0.7%). Low soil fertility, small acreages, insufficient labour, and rodent damage can surely all be considered as poor farming practice, since there are technologies available to farmers for in mitigating the effect of the factors. If such logic is accepted, then poor farming practices becomes the main reason for reduced production, just as it is the main reason accounting for increased production. Nevertheless, the role of insufficient rainfall still remains as a major factor accounting for low production in Magu district, a condition that was the basis for formulation and implementation of the MDLSP.

Additionally, the role of the MDLSP in extension among the surveyed households was also ascertained when households were asked on who was the source of a technology/techniques they have been exposed to or adopted during the 2001 - 2003 period. Results are presented in Table 4, where it is evident that CARE/CBO was the biggest source of technologies households were exposed to or adopted during the 2001-2003 period as it was mentioned by about 75% of the respondents. Extension officers, Magu Food, Teachers, and VI Agro-forestry were also mentioned as sources of technology during the 2001-2003 period by about 19%, 4%, 0.9% and 0.9% respectively. The technologies/techniques referred to included tree planting, IPM, seed multiplication, cookery, cotton farming, manure application, treadle pump, health education, use of improved seeds, proper spacing, fertilizer use, savings mobilization, group formation and pesticide spraying.

**Table 4: Providers of technology/technique during the 2001-2003 period (n=225)**

| Technology/Technique provider | Number | Percentage |
|---|---|---|
| CARE/CBO | 170 | 75.5 |
| Extension Officers | 43 | 19.1 |
| Magu Food | 8 | 3.5 |
| Teachers | 2 | 0.9 |
| VI Agro-forestry | 2 | 0.9 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

Finally, Table 5 presents data on assessment of access to technology during the 2001-2003 period in comparison to the period before. The Table also presents respondent's assessment of their satisfaction with access to technology and/or extension services. While 62% of the respondents reported of increased access to technology/extension services during the 2001-2003 period in comparison to the years before that, about 63% of the respondents were satisfied with access to technology/extension services.

**Table 5: Aspects on access to technology/extension (n=341)**

| Aspect | Number | Percent |
|---|---|---|
| Increased | 212 | 62.2 |
| Remained the same | 129 | 37.8 |
| Satisfied with level | 214 | 62.9 |
| Not satisfied with level | 126 | 37 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

### 3.2 Achievement under the Economic Development Component

Food and income insecurity in Magu district is significantly a product of inadequate on- and off- farm income generating activities among households in the area, inadequate savings mobilization, and lack of business development skills among the households. It was in this light that the MDLSP, under its economic development component identified "increasing the number of households engaged in on-farm and off-farm income generating activities largely based on savings mobilization" as its intermediate goal. Accordingly, achievement under the economic development component would entail assessing change in the number of households participating in on-farm and off-farm income generating activities, changes in savings mobilization, and changes in access to credit among households. Change in household income, even though it may be due to increased agricultural production, would also fall under economic development component. Data for assessing economic development achievement is drawn from the PIR, the household survey, and the brief project report presented to the stakeholders' workshop, which goes to June 30, 2003. Output achievements under the economic development component are as summarized below:

- There are 401 Savings and Credit schemes, commonly referred to as "HISA". These extend cash credit to members who use the cash for various activities, including income-generating activities. The total capital raised through HISA has grown to Tshs 90, 648,515, which is roughly US $ 90, 648.
- Membership in the HISA stands at 6599 females, 3407 males. The females include those coming from 1,581 female-headed households.
- Some 9,828 (5,724 females & 4,101 males) individuals had accessed loans from the HISA scheme as of June 30, 2003 from 62 project villages and another 177 from 7 villages outside the project.
- Expenditure items for the loans were as follows: on-farm and off-farm IGAs (1641 individuals); food (1373 individuals); education (1036 individuals); health (737 individuals); household items (742 individuals); shelter (552 individuals); land (375 individuals); other household livelihood services (1633 individuals). Members enjoy the services of borrowing and as it is evident that the bulk of the borrowed money goes into IGAs as capital.
- Trained a total of 392 CRPs from 62 project villages and an additional 9 CRPs from 7 villages apart from project villages
- The CRPs have provided training on HISA to 9,828 households of which 1,581 are female-headed households with 5,679 members.

- The CRPs have provided training on Selection, Planning, and Management (SPM) of Income Generating Activities (IGAs) to a total of 3,666 (2,317 females and 1,349 males) individuals as well as providing opportunities for marketing information sharing to 871 individuals from among the 62 project villages.

The summary on output achievement for the Economic Development Component show that some 90 Million Tshs have been mobilized as capital for investment and some 9,828 individuals have accessed funds from the mobilized savings. Since the 9,828 individuals represent households, it can be assumed that 9,828 households have accessed the funds. The 9,828 households would at best represent about 65% of the 15,000 households targeted by the project.

Achievement in the Economic Development Component have translated into increased households participating in income generating activities, both on-farm and off-farm. Income generating activities in this context goes further to Wamara's (2000) reference of business as an economic activity. In this context IGA encompasses vending and selling of agricultural produce, fishery, forestry and industrial products, and the farming of crops promoted by the project as income generating. Such crops would include horticultural crops and chickpeas. Table 6 presents the number of respondents reporting participation in IGAs as sources of income for their households.

**Table 6: The place of IGAs as First and Second main sources of income**

| | First source of income (n=325) | | Second source of income (n=303) | |
|---|---|---|---|---|
| Activity | Number | Percent | Number | Percent |
| Farming | 279 | 85.8 | 130 | 42.9 |
| IGA | 46 | 14.2 | 173 | 57.1 |
| TOTALS | 325 | 100 | 303 | 100 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

It is evident from Table 6 that an increasing number of people are getting involved in income generating activities. Thus, while Wamara (2000) reported only 9 (4.5%) people as participating in IGAs, the corresponding figure is now 14% (46 individuals) on considering the first source of income for households among the sample. When the second income source is considered, the number of individuals participating in IGAs increase to 173 of the sample, which is about 57%. This increase has surely been contributed by the availability of cash credit from the HISA facility as well as the training in SPM and business management in general. This is evidenced by a comparison between households participating in the MDLSP project and households that are not in the project as presented in Tables 7 and 8. For the case of the first source of income (Table 7), results show that there is a significant (p=.002) relationship between participating in the MDLSP and having income generating activities (IGAs), which implies that MDLSP participants are more likely than non-participants to have IGAs. The same pattern is portrayed in Table 8, though the relationship is not significant (p=0.123).

**Table 7: Relationship between participation in project and first source of income**

| Participation category | First source of income category (n=325) | | Total |
|---|---|---|---|
| | Farming | IGA | |
| Participant in MDLSP | 178 | 40 | 218 |
| Non-participant in MDLSP | 101 | 6 | 107 |
| Totals | 279 | 46 | 325 |

Chi-Square: 9.58 (.0002)
Source: MDLSP Mid-term Evaluation Survey data, 2003

**Table 8: Relationship between participation in project and second source of income**

| Participation category | Second source of income category (n=303) | | Total |
|---|---|---|---|
| | Farming | IGA | |
| Participant in MDLSP | 95 | 112 | 207 |
| Non-participant in MDLSP | 35 | 61 | 96 |
| Totals | 130 | 173 | 303 |

Chi-Square: 2.38 (.0123)
Source: MDLSP Mid-term Evaluation Survey data, 2003

### 3.3 Achievements under the Capacity Development Component

Sustainable food and income security can only be achieved when there are institutions that support food and income security initiatives at the local level. Thus, existence of local institutions that support income and food security efforts of communities in the project area is essential for ensuring sustainable income and food security in the area. It was in this light that the MDLSP Project, under its capacity development component identified the following as an essential intermediate goal for supporting the overall goal of the project: "community based institutions are effectively supporting income and food security initiatives of the targeted households" Accordingly, achievement under the capacity development component would entail the number of local organization that support income and food security initiatives, including on-farm and off-farm IGA, of the households. Local organizations would include CBOs and CBIs and their support to communities would include both in training and extending financial services to community members. The PIR and the brief project report identified the following achievements in the capacity development component:

- There are some 622 (268 for females, 87 for males and 267 for both females & males) CBOs in the project villages with a total membership of 35,485 (11,358 females & 24,127 males) individuals from 15,014 households, of which 5,679 are female-headed with the remaining 9,335 being male-headed
- There are 62 CBIs. These CBIs offer services to only 392 of the 622 CBOs with a membership of 8,247 (4,786 females & 3,461 males) individuals in the project villages. There is an addition of 7 CBIs in non-project villages. Input Marketing Associations ( CBIs), responsible for securing agricultural inputs and output markets to members at better terms and closer to the community, are an example of a CBI.

- The component has some 597 CRPs who have provided training to a total of 16,776 (9,434 females & 7,342 males) individuals. Training sessions, which include linkages, have dwelt on such topics as gender, HIV/AIDS and governance.

The summary on output achievement for the Capacity Development Component shows that there are CBOs and CBIs providing services that support income and food security efforts of households in the project villages. Achievement in the Capacity Development Component have translated into increased number of especially credit providers in the area, with the result that many households are now accessing financial credit than before. Equally, the amount of credit accessed has also grown significantly. Survey results (Table 9) show that about 80% of the respondents realized increases in the number of loan providers during the 2001-2003 period in comparison to the period before. The corresponding number of respondents who reported of a decreased number of loan providers and those who reported of having seen no change in the number of credit providers was about 18% and 2% respectively.

**Table 9: Number of loan providers during 2001-2003 period and before (n=341)**

| Number of loan providers | Number | Percent |
|---|---|---|
| Increased | 274 | 80.4 |
| Decreased | 61 | 17.8 |
| Remained same | 6 | 1.8 |
| TOTAL | 341 | 100 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

Names of new entrants as loan providers during the year 2001-2003 period as compared to the period before are presented in Table 10. The Table shows only names of the first and second loan providers among sampled respondents. From the Table, it is evident that HISA, CBO and IMA, a CBI, are important providers of loans to households in the project area. However, it is worth noting that "ifogong'ho", a traditional mechanism for extending financial credit to members is also an important credit provider in the project area.

**Table 10: First and Second loan providers during the 2001-2003 period**

| **First Loan provider (n=273)** | | |
|---|---|---|
| Name of loan provider | Number | Percent |
| HISA (CBO) | 139 | 50.9 |
| IFOGONG'HO | 88 | 32.2 |
| PRIVATE PERSON | 16 | 5.9 |
| IMA (CBI) | 13 | 4.8 |
| FINCA (NGO) | 9 | 3.3 |
| DISTRICT COUNCIL | 4 | 1.5 |
| SEDA | 1 | 0.4 |
| MTF | 1 | 0.4 |
| FISEDA | 1 | 0.4 |
| HELP AGE | 1 | 0.4 |

| Second loan provider (n=163) | | |
|---|---|---|
| HISA (CBO) | 82 | 50.3 |
| IFOGONG'HO | 64 | 39.3 |
| IMA (CBI) | 16 | 9.8 |
| PRIVATE PERSON | 5 | 3.1 |
| DISTRICT COUNCIL | 5 | 3.1 |
| FINCA | 2 | 1.2 |
| K.K.K.T | 1 | 0.6 |
| MASWAI | 1 | 0.6 |
| SWOP | 1 | 0.6 |
| HELP AGE | 1 | 0.6 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

Names of loan providers from which respondents actually obtained loans during the 2001-2003 period are provided in Table 11. About 80% of those who obtained credit during the 2001-2003 period got the credit from the CBOs and 7% obtained loans from the CBI. The total number of individuals obtaining loans from local institutions (CBOs and CBIs) is therefore almost 90%, which is higher than the 78% that was reported by Wamara (2000).

**Table 11: Name of loan provider who loaned out during 2001-2003 period (n=177)**

| Name of provider | Number loaned | Percent loaned |
|---|---|---|
| HISA (CBO) | 147 | 83.1 |
| Ifogong'ho | 17 | 9.4 |
| IMA (CBI) | 12 | 6.8 |
| Private persons | 1 | 0.6 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

Data regarding the amount of loan provided is given in Table 12, where it is shown that the amount of loan provided is said to have increased in 2001-2003 compared to the period before. The mean amount of loan obtained was Tshs 42,973 with the minimum and maximum being Tshs 5,000 and 300,000 respectively. The mean amount of Tshs 42,000 is a significant increase from the Tshs 2,000 to Tshs 10,000 that was reported by Bisanda (2001) as the range of amounts borrowed.

**Table 12: Value of loans extended in 2001-2003 compared to period before (n=318)**

| Status of value of loan extended | Number | Percent | Mean (Tshs) | Maximum (Tshs) | Minimum (Tshs) |
|---|---|---|---|---|---|
| Increased | 289 | 90.9 | 42,973 | 300,000 | 5,000 |
| Decreased | 26 | 8.2 | NA | ND | ND |
| Remained same | 3 | 0.9 | NA | NA | NA |

Source: MDLSP Mid-term Evaluation Survey data, 2003
NA=Not applicable
ND=No data

A Chi-Square test that examined the relationship between change in the amount of loan provided and being a participant of the MDLSP found no (Chi-Square 2.146 p=. 517) relationship between the two variables. However, many participants of the MDSLP reported of increased loan amounts than those not participating in the MDLSP (Table 13).

**Table 13: Relationship between participation in project and change in amount of loan obtained (n= 319)**

| Participation category | Change in amount of loan obtained | | | Total |
|---|---|---|---|---|
| | Increased | Decreased | Remained same | |
| Participant in MDLSP | 191 | 16 | 0 | 207 |
| Non-participant in MDLSP | 98 | 10 | 4 | 112 |
| Totals | 289 | 26 | 4 | 319 |

Chi-Square: 2.146 (p= .517)
Source: MDLSP Mid-term Evaluation Survey data, 2003

The possible explanation to this is the fact that the traditional "ifogong'ho" facility and private loan providers still operate in the area, and these service providers are also increasing the amount of their loan to cater for their customer's demand for increased loan amounts. Discussion with various groups indicates that people now prefer the HISA loan scheme to the Ifogong'ho as participants have more control and are more actively involved in the management of the HISA.

3.4 A note on cross-cutting issues

Good governance and HIV/AIDS are the two most important cross cutting issues with particular relevance to MDLSP. Good governance can be conceptualized in terms of the democratic nature of decisions that are made in communities, villages, districts etc on matters related to livelihoods of community members. Good governance was measured by whether or not village governments involved village residents in decision making. The HIV/AIDS pandemic is becoming a threat to livelihoods such that it is important that the issue be addressed from all fronts. In agricultural production, in economic activities, the HIV/AIDS problem is having a very high negative impact such that it is futile if we do not devote energy and time in dealing with the issue no matter the agenda for our activities. It is in the above context that the training under the capacity development component has been keen to see to it that good governance not only in the HISA groups, but also in all village affairs as well as HIV'AIDS awareness is part of the training curriculum. Table 14 present results from the sample of households on views related to good governance.

**Table 14: Community members' views on their involvement in decision making (n=331)**

| Whether members are involvement in decision making | Number | Percent |
|---|---|---|
| Yes | 324 | 97.9 |
| No | 7 | 2.1 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

It is evident from the Table that village governments in the area involve village members in decision making on issues related to the people as about 98% of the respondents said the village governments involved them in decision making. Such findings were supported by the mechanisms that were listed by the respondents on how village governments involved village members in decision making. Table 15 presents mechanisms used by village governments in involving village members as identified by the respondents.

**Table 15: Mechanisms used by village governments to involve village members in decision making (n=324)**

| Mechanism for involvement | Number | Percent |
|---|---|---|
| General village meetings | 219 | 67.6 |
| Freely contributing views | 50 | 15.4 |
| Sub-village meetings | 37 | 10.9 |
| Contributing to agenda of village meetings | 7 | 2.2 |
| Briefings on village government meetings resolutions | 4 | 1.2 |
| Participation in public activities | 3 | 0.9 |
| Others | 4 | 1.2 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

General village meeting is by far the most common mechanism for involving community members in governance matters as it was identified by about 68% of the sampled respondents. Freely contribution of views on matters related to village activities was the second most common mechanisms as it was identified by about 15% of the respondents. With about 11% of the respondents mentioning it, sub-village meeting was the third most common mechanisms for community members to contribute to decision making in their village governments. General village meetings are generally held at least twice in a year. However, the most important general meeting is the one where the annual income and expenditure report is presented and community members are allowed to comment and therefore contribute towards decisions on expenditure of village resources.

Training sessions are a necessary feature of the MDLSP in all its three components. However, training sessions on issues of HIV/AIDS were under the capacity development component. With regard to HIV/AIDS, Table 16 shows that about 72% of the respondents have heard about HIV/AIDS and about 85% of the respondents acknowledged that HIV/AIDS was a problem in their villages. Mass media (largely was radio) was the most common source of awareness on HIV/AIDS as about 57% of the respondents mentioned mass media as the first source of information about HIV/AIDS. Mass media was followed by general talks among village members, meetings, training sessions, church teachings, health service providers, CARE, and TANESA in that order of decreasing number s obtaining information from the source. That CARE was mentioned as a source of information on HIV/AIDS is gratifying in that the MDLSP is getting involved in livelihood activities in its broader context. It should be however be noted that training sessions as a source of information on HIV/AIDS would

invariably include training by CARE and other NGOs, including TANESA. The important role of CARE as a source of information on HIV/AIDS was further confirmed by the fact that 22% of the respondents mentioned CARE as the NGO dealing with HIV/AIDS in their communities. With 22%, CARE was next to TANESA, which was mentioned by about 32% of the respondents.

**Table 16: Aspects of HIV/AIDS**

| **HEARD OF HIV/AIDS** | | |
|---|---|---|
| | Number | Percent |
| Yes | 326 | 95.6 |
| No | 15 | 4.4 |
| **WHETHER HIV/AIDS IS A PROBLEM IN VILLAGE** | | |
| Yes | 327 | 95.8 |
| No | 14 | 4.2 |
| **SOURCE FROM WHICH FIRST HEARD OF HIV/AIDS** | | |
| Mass media | 194 | 56.9 |
| Talks among community members | 41 | 12 |
| Meetings | 15 | 4.4 |
| Training sessions | 11 | 3.2 |
| Church teachings | 10 | 2.9 |
| Health service providers | 8 | 2.3 |
| CARE | 8 | 2.3 |
| Leaders | 5 | 1.5 |
| Others | 4 | 1.2 |
| **NGOs/ORGANIZATIONS DEALING WITH HIV/AIDS IN VILLAGE** | | |
| TANESA | 110 | 32.3 |
| CARE (KIVUKO) | 77 | 22.6 |
| GOVERNMENT | 15 | 4.4 |
| UNICEF/CSPD | 13 | 3.8 |
| HEALTH CENTERS/HOSPITALS | 12 | 3.5 |
| CHURCH | 6 | 1.8 |
| YOUTH AWARENESS GROUP | 5 | 1.5 |
| OTHERS | 11 | 3.2 |

Source: MDLSP Mid-term Evaluation Survey data, 2003

### 3.5 Process achievements

Assessment of process achievements can only be done in cognizant of the output achievements. The process used by the project is predominantly that of providing information to beneficiaries who then use the information to analyse their situation and mobilise their efforts in solving their problems. The project uses the linkage mechanism, through which households as individuals and as communities, link to information sources

to identify and use useful information in solving their problems. The information pertains to technologies useful towards increasing agricultural productivity, income generation activities, and formation and utilization of local institutions that would provide service that enhance communities' opportunities for increasing income and food security.

The linking mechanism as a process is ideal for several reasons. First it assures that technologies identified by community members are from the sources of the technologies, implying the purity of the technologies themselves. Secondly, the process provides learning opportunities for both sources of technology and community members so that mutual trust is built, thus increasing the confidence of community members in the technologies. Thirdly, the process is a problem-solving approach by community members and is therefore directly geared to solving immediate problems of community members. Fourthly, since the mechanism has an inbuilt cost-sharing aspect, it becomes financially sustainable. Finally, the process is an evolving and adapting to the contexts, which makes it possible to withstand changes and move forward.

### 3.6 Relevance

Relevance refers to the appropriateness of the interventions in relation to the priorities of the recipient country; comparison of the results against the immediate (operational) and more general objectives (development objective). The interventions carried out by the project are in line with the country's Development vision (TDV 2005) and poverty reduction strategy as outlined in the Poverty Reduction Strategy Paper (PRSP, 2000). Magu District is an ideal place for the income and food security project of this nature as the district is one of the poorest in Tanzania where the majority of the population live below the poverty line (Wamara, 2000). Evidence for the need to improving the income and food security in Magu has again been echoed as recent as September 2003, when Magu district, together with Missungwi, were among the food deficit districts such that in 2003, Magu district was reported to have 140,352 (about one third the district population of 416,113) food insecure people and needed some 1.398 metric tonnes (MT) of food aid each for the months of October and November (FEWS NET, 2003).

Further, together with Magu being one of the income and food insecure district, the project has targeted vulnerable households, who by definition are the poor households whose livelihoods depend very much on rural enterprises, especially the female-headed households. Since the interventions are geared towards rural enterprises, it is self evident that the interventions are relevant in improving the livelihood of the target households. This relevance of the interventions to the livelihood of community members has been attested by the fact that members have subscribed to the issues promoted by the project very fast, as exemplified by the widespread of HISA schemes across the villages and even to villages outside the project area. Self-expansion of HISA schemes to areas outside the project villages is an indication that the activities advocated by the project seem to address the felt need of the households. Given the very relevancy of project interventions at the household and national policy levels, it is strongly recommended that the project be continued in the direction it is now operating.

### 3.7 Effectiveness

Effectiveness assesses the likelihood of the project in achieving its targets in terms of the defined objectives and a comparison of output against purpose. The achievements, especially on the number of farmers who have adopted the various technologies may seem modest. However, the large number of Innovative Farmers (IFs) provides a large multiplier effect, which translates into many more farmers being exposed to technologies, thus increasing farmers' adoption of the technologies and who would therefore increase their production. This is made even more likely by the fact that among the technologies to which more farmers are being exposed is the use of improved seeds. Additionally, since the improved seeds are produced at community level, the prices are low. When the low price is combined with extension efforts demonstrating the usefulness of using improved seeds and availability of the seeds within the area, adoption of use of improved seeds is enhanced, thus increasing production. Further, introduction of the farmer field school extension methodology, which is currently, one of the best approaches for enhancing sustainable adoption of agricultural practices and technologies, makes it credible to expect that the project goal will be reached in the remaining period. In tandem with the availability of proven technologies at community level for farmers to adopt are facilitating roles played by activities under the economic development and community development components. Such facilitating roles of availability of relatively inexpensive credit opportunities and availability of local institutions at community level that support off-farm and on-farm income generating activities of community members make it even mote attractive for households to venture into adoption of technologies that would have otherwise been unimaginable. All this is supported by a series of problem solving, organization and development, and enterprise selection planning and managing training sessions that are local and therefore addressing local situations.

The number of households reached so far range from 52%% to 68% of the project target depending on the intervention. These numbers seem modest and would lead one to be concerned that the remaining period may not be enough for reaching the target figure of 15,000 households for some of the interventions. This worry should not be very real given the fact that the project has now gotten grounded through training CRPs and IFs, whose multiplier effect will definitely see the target households be surpassed by the end of the project on December 31, 2005. The project's training philosophy of 1:1:5:5 assures that within the project period, the trained IFs and CRPs shall have reached many households provided the number and momentum of the trained IFs and CRP is maintained or increased.

Along with the number of households that has so far been reached as a pointer towards confidence in achieving the project's goal of increasing food and income security of 15,000 vulnerable households by December 31, 2005, is the type of agricultural technologies being promoted in the area. Since the area is drought prone, promotion of drought tolerant crops such as cassava, sweet potato, chickpeas, treadle pump and drought tolerant beans provide

valuable opportunities for solving the food and income security problems faced by the communities in Magu.

### 3.8 Efficiency

Efficiency concerns itself with whether or not resources are used in accost-effective manner, implying that the results (outputs) are commensurate with the investments (inputs) in terms of human, physical, financial and other resources. Data for an unbiased assessment of project's efficiency is at this time not available. However, our gratification that the resources are being used efficiently stems from the fact that the project objectives and goals are being achieved and therefore the resources are being used cost-effectively. Given persistent food and income insecurity in the area, improving the income and food security to the 15000 households will definitely be a big achievement that must have been a product of cost-effective activities.

### 3.9 Sustainability

Sustainability of a project is an essential consideration for long-term benefits to project beneficiaries as well as to communities in general. Sustainability tries to gauge the long-term durability of interventions and their impact. Sustainability it a multifaceted concept and would at minimum entail institutional, environmental, financial, appropriateness of the interventions, and gender equality/women empowerment aspects.

Institutional sustainability is assured by the fact that there is a whole component of capacity development, which build local institutions that take responsibility for supporting households' initiatives of improving the income and food security of households in the project area. Along with the local institutions being formulated and strengthened in OD so that they function as expected are series of training, which include gender issues and HIV/AIDS which look at the long term sustenance of the institutions by being gender balanced and therefore incorporating both genders in a balanced manner so as to assure gender balanced institutions and therefore stability of the institutions. Additionally, there is a forum of stakeholders across the district which included the district administration, which implies that the activities ties in with the district plans and are therefore supported by the district development agenda

Project interventions are not likely to bring any negative effect on the environment as the technologies being promoted, such as use of organic manure, green manure, IPM, IPNM, ox power technologies etc. are environmental friendly.

Financially, the project builds local financial institutions based on savings mobilization. Savings mobilization is one of the cheapest forms of financial capital. It also builds confidence in local populations and communities, which further strengthens the local institutions that see themselves of being able to charge of their development activities. At the time of the review, discussion revealed that there is a growing amount of cash capital and communities were already thinking of establishing community banks. Such endeavours are a reflection of the growth of local confidence in financial mobilization which, if achieved, would go a long way in addressing some issues related to financial

capital. In addition, financial sustainability has been inbuilt in the linkage activities, which forms the bulk of technology transfer, economic development, and capacity development activities of the MDLSP, by the fact that communities/households contribute some cash towards the cost of linkages. Getting used to this culture of contributing towards activities that benefit communities/households is useful in future acceptance of paying for services.

Since the institutions, the financing, the training, and the activities are built on being local-based, the likelihood that the income and food security activities being undertaken now in the project area with donor support are likely to continue after withdrawal of donor support.

**Good governance**

The HISA, and CBI approaches involve all sectors of the community including local leaders and policy makers. It was observed that several groups have local leaders as members. The facilitates direct communication with the community level leadership. Discussions with group members and leaders clearly show that effective partnership are being developed with local leadership, community services providers and the private sector. As the groups develop, their participation in local leadership and involvement in community development increases. These groupings also provide opportunities for mainstreaming other cross cutting issues such as gender and HIV & AIDS.

# CHAPTER IV: EMERGING ISSUES, CONCLUSIONS AND RECOMMENDATIONS

## 4.1 Processes under the Technology Transfer Component

The technology transfer component is the pillar of the project in the sense that farming is the cornerstone of the households' economy and therefore their livelihood and that of the district as a whole.

The technology transfer component aims at increasing the acquisition and use of appropriate agricultural approaches, technology, and inputs. It employs participatory approaches to identify farmers' priority production constraints that are technological or input in nature; links the farmers to technical expertise for training and exposure to technology options so as to enable farmers test the technologies they identified in their own fields. It is hoped that this process will facilitate faster adoption of technologies and therefore increase productivity. The technologies include improved seeds, labour saving implements such as the treadle pump, integrated disease and pest management (IPM), integrated plant nutrition management (IPNM), weed management, and post-harvest crop processing and handling.

The central figure in the technology transfer component is the Innovative Farmer (IF). An IF is a farmer that is selected by a community or a group of farmers to act as a role model so that community members would emulate. The criteria for one to become an IF are developed by all community members, and would normally include having interest in, and ability to, testing new interventions. Other criteria include: innovativeness, use of good agronomic practices, larger fields, relatively high yields per unit area, willingness to share innovations with other farmers, and looked upon by other farmers as accessible for providing advice.

The MDLSP would then link the IFs to technology sources with the view that the IFs shall be exposed to the technologies that would solve community members' identified problems, tests the technology in the field in the community, adopts the technology, and finally passes the technology over to at least 4 community members. Passing over the technology to other community members entails sometimes training the recipients. Linking the IFs to technology sources also entails attending training and sometimes cross visits to sources of the technology, including research stations, input suppliers, universities, agribusinesses, innovative farmers, agricultural product processors, etc.

Linking IFs to sources of technology involves cost. It is important to be aware that the role of MDLSP in technology transfer component, like in all the other components, is facilitative. Costs have therefore to be shared by the project and the groups represented by the IF. Cost sharing by groups is a good indication of the commitment of the group to acquiring the technology and assures financial sustainability.

**Emerging issues:**

(i) The practice and idea seem to work well up to now and project documents show that the process has led to appreciable adoption of technologies. However, there seem to be a weakness, especially when the IF has to travel to other villages that are distant to train farmer groups with the view of convincing them to adopt a technology. This is especially so for the IFs that have a ward as their area of jurisdiction, i.e. the IFs at the IMA level. Compounding to the issue is in situations where the IF is also a Community Resource Person (CRP), who trains group members in other areas such as savings, or many other technologies. The net result is that the IF ends up working full time and overworked. Ideally, group members or trainees should be able to appreciate the role of the IFs in improving the members' livelihood by contributing "something" to the IF. Unfortunately, this stage has not yet been reached as the productivity of the farmers is still low and the idea is still foreign, given the fact that the state used to pay for such services. Sometimes, the need for IFs to travel long distances to offer training has resulted into some IFs stopping being IFs. Dropping out may be a natural process when false expectations of IFs are not met. However, there is a need to examine the jurisdiction of the IFs so that their area is small enough to be served by a person with minimum public service inclination.

(ii) Cases of inadequately trained IFs are also emerging, even though it was more so in the economic development component than in the technology transfer component. For the technology transfer component, cases of an IF failing to train fellow farmers was reported at least in the processing part. The problem may be due to weaknesses in the training programme. It however, might also be due to losing interest following failure to meet false expectations.

(iii) Technology transfer aims at increasing production. However, for continued adoption of technologies, the technologies should result into not only increased production of food crops, but also increased production of marketable products and cost effectiveness. The issue of marketing of agricultural products is essential as saleable agricultural products would increase the income of households and thus make the households capable of investing in other production activities, including cost sharing for the IFs. Marketing may entail issues of adding value through processing as well as targeting niche markets for specialised commodities. The issue of introducing appropriate varieties of some crops should consider marketing aspects otherwise increased production might not necessarily translate into income security. Interventions to promote access to markets, market information delivery and linkage with traders, would improve production and income security.

### 4.2 Processes under the Economic Development Component

The economic development component aims at improving the income security of households and through improved income, households become food secure by either

purchasing food or purchasing inputs and equipments for investing in agricultural production, thus improving agricultural productivity. Economic development component functions through increasing off farm income generating activities, mobilising savings, and developing business skills of households by way of using community based organizations.

Lack of finance capital is common not only among developing nations but also among rural households, including Magu district households. Lack of finance capital implies that one cannot invest in inputs and equipments that would increase productivity. In recognition of the problem of inadequate finance capital, the MDLSP identified savings mobilisation as key to income and food security of households. To this effect, the project embarked on the HISA programme, which essentially mobilises savings from members and loans the savings out to members for their various expenditure items, including investments in small businesses and in agricultural production, predominantly horticulture, which affords returns to investment in a short period.

The HISA (Household Income Savings Association) concept is basically a share buying exercise and borrowers pay interest for the borrowed money, thus making the HISA fund grow from the interest accruing to the borrowed money. Both the price per share and the interest rate vary among groups as group members set them independent of outsiders, including CARE.

In addition to HISA, the economic development component trains members in the selection, planning, and management (SPM) of income generating activities so that loans from HISA are invested in profit making enterprises, thus making it possible to pay back the loans with the interest which leads to growth of HISA funds and subsequently to the amount of money HISA members receive at pay out times.

The success of the HISA scheme has been overwhelming as shown by statistics from project documents. There are currently 401 HISA schemes in both project villages and outside project villages with a total of 10,005 members of whom 1,581 are female headed households, 5,017 are females, and 3,407 are males. The total amount of shares is Tshs 90,648,515, which is equivalent to USD 90, 648.

**Emerging issues**

(iv) The HISA scheme has evolved from the CBO level to the higher CBI level. CBIs have now grown to the ward level, where they consist of a group of CBOs and therefore have no individuals as members. CBIs have CBOs as their members and this idea is good because CBIs provide insurance to CBOs in the case of death of a loaned CBO member who therefore becomes unable to pay back the loan. However, management of CBI is adding another level of cost to the HISA system. This is critical in the sense that CBIs now require CBOs to borrow from CBIs so that the CBIs also make money and sustain themselves. The problem becomes more pronounced for the case of CBOs, which have more money in their HISA system than their members can borrow,

implying that they do not need money from other sources, including CBIs. For CBOs that are short of money to lend to their members, the idea of borrowing from their CBI is indeed welcome. This issue needs careful assessment so that CBOs are not forced to borrow from CBIs at the expense of borrowing from their HISA fund.

(v) The training of Community Resource Persons (CRP) on topics in economic development seems to be too compressed that the CRP find it difficult to comprehend and therefore end up being less competent to train their fellow group members. More time would need to be devoted to train the CRPs for more effective training of group members.

(vi) In situations where a CRP has a big area for training members, the issue of time constraint and transportation to distant areas emerges again and again. Like under the technology transfer component, communities ought to start being sensitised of the need for their continued support to CRPs.

(vii) It was observed that most of the money borrowed from the HISA system is not invested in agriculture, which is the main economic activity of the communities in Magu. Less investment in agriculture is partly due to the short loan repayment period of three months, a period in which no agricultural enterprise will have matured to produce marketable products except for horticultural crops. In the long run, efforts should be directed at investing in agricultural production and the CBI level HISA might be better suited to handle such longer-term loan portfolios than the CBI level HISAs. Investing in agriculture will also diversify investment opportunities as it now seems the opportunities are sooner than latter going to be saturated, as it is being evidenced by the fact that some HISA have had surplus money in their boxes, i.e. members have failed to exhaust the money. Other HISA are now lending to non-members at a relatively higher interest rate than that for members.

**4.3 Processes under the Capacity Development Component**

The Capacity Development component aims at having community-based institutions that support income and food security initiatives of targeted households. Invariably the component recruits membership to CBOs and CBIs, trains the members in leadership, and the provision of extension services to their members, and links the CBOs/CBIs to external organizations so that they can act as facilitators to income and food security efforts of the households. The training under the capacity development component strengthens the institutions in organizational, financial, and technical aspects so that the institutions becomes the principal community level extension facilitators in agricultural technology dissemination, marketing, business development services, mobilization of savings as well as playing an increasing representative role for community members.

The capacity development component seem to be working well as shown by project reports which point to an increase in the number of operational CBIs from 22 that

were formed during Phase I to the current 69. The CBIs offer their services to some 392 HISA groups.

**Emerging issues**

(viii) CBIs are still evolving, and thus the task of supporting income and food security activities among members has not been wholly embraced by CBIs. Great care should be exercised in facilitating the formation of CBIs as it is in one way or another associated with weakening the strength of CBOs. This does not mean CBIs are not important, only that there must be a good balance of relationships and responsibilities between CBOs and CBIs as CBIs, especially on matters related to financing the activities of CBIs and of CBOs. Being larger than CBOs, CBIs stand a better bargaining power in sourcing inputs and markets due to the fact that they can exploit economies of scale. However, given the small financial position of CBOs, the growth of CBIs should take cognisance of the need for maintaining CBOs. One of the ways of a gradual growth of CBIs is the possibility of CBOs joining the national farmers' groups' organization, MVIWATA. They have a lot of experience in organizing farmers groups and might have good insights to share with the CBIs for sustainable evolution of the CBI-CBO relationship. Additionally, they have a Rural Markets Project, and have had experiences of running Farmers Input Shops, Savings & Credit Associations, and Rural Banks, which MDLSP would be able to learn from so as to better place itself for steering the evolving CBIs/ CBIs in the right direction.

### 4.4 Personnel to keep the momentum

The growing number of activities stemming from the emerging need as the system expands and evolves calls for a careful scrutiny in the number of personnel, especially the Field Officers, to see that the effort is not frustrated by too thin spreading of personnel. Already, the CRPs and IFs are uncomfortable with their level of competence in certain areas, which is partly a reflection of insufficient backstopping from field officers, which may in turn have its roots to insufficient backstopping from the Technical Officers. The growing number of groups and complexities of the issues calls for a close look at the area of jurisdiction of field level staff and we see it very necessary that the area of jurisdiction of field officers be adjusted as the number of groups, and therefore activities increase.

### 4.5 Conclusions

Given the aforementioned, an assessment of the MDLSP in terms of relevance, efficiency, effectiveness, impact, and sustainability is presented as follows: project activities are relevant in that they tackle an important livelihood aspect of increasing income and food security of vulnerable households in a vulnerable area. Magu district is on top of the list of districts that would need food aid during this October-November period according to data that has been collected by the Famine Early Warning System. The activities seem to be effective as the approach used by the project empower communities and households in seeking solutions to their problems in a participatory manner. The project links households and communities to sources of information that is used to solve the problems of the community and individuals.

Capacity building of individuals and community institutions assures sustainability, as mechanisms for tackling problems would be nurtured in the communities themselves as well as households within the communities. However, since the whole project philosophy is based on groups and farmer organizations, adequate effort should be directed at ensuring group formation, growth and development and therefore farmer organizations. Key factors that are important in encouraging the participation of individual members in farmer organizations should always be supported and include the following as identified by Swanson, Bentz, and Sofranko (1997):

- The degree of farmer's dependence on the outputs of the organized activity
- The degree of certainty of the availability of the outputs
- The extent to which outputs will be available only as a result of collective action
- The extent to which the rewards associated with the collective action will be distributed equitably
- The extent of availability of rewards within a reasonable time frame
- The extent to which the rewards are commensurate with the costs associated with continued participation

## CHAPTER V: REFERENCES

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# CHAPTER VI: APPENDICES

**Appendix 1: Terms of Reference**

**SCOPE OF WORK**
**CARE TANZANIA**
**MID TERM EVALUATION FOR MISUNGWI INCOME AND FOOD SECURITY (MIFOSE) AND MAGU DISTRICT LIVELIHOOD SECURITY (MDLSP)**
**PROJECTS**

**NAME OF ACTIVITY: Mid-term Review**

project has been designed to strengthen the food production and income generation activities in ten wards of Missungwi district through interventions in agriculture inputs supply, agricultural technology transfer and community savings mobilization. This is as a means to improving the livelihood of the participating households in the district.

**MDLSP project**
The MDLSP is designed to improve household livelihood security by strengthening food production and income generation activities in fifteen wards in Magu district through interventions in agricultural technology transfer, economic activity development, and capacity building

**Project objectives:**
The objective of the MIFOSE and MDLSP Projects are to increase the livelihood security of vulnerable households in Missungwi and Magu districts, particularly those headed by women, by providing training and assistance primarily to women to increase the outputs and/or income, which households derive from agricultural activities managed or undertaken by women.

The project documents proposes the following results to be realized by December 2005.

- Vulnerable households in ten wards of Missungwi District will have demonstrated increased access to and use of agricultural inputs, including seeds, fertilizers, pesticides, tools and implements
- Vulnerable households will have adopted new or improved agricultural technologies, such as improved seeds, appropriate low-cost equipment, integrated pest management techniques (IPM), integrated plant nutrition Management (IPNM), improved storage or processing technologies
- Vulnerable households will have increased their savings investments in savings/credit societies and will have better access to sources of capital from these societies or CBO-managed revolving loan funds

The activities are based on provision of information and skills to rural households, which may be used for improvement of their livelihoods.

The livelihood insecurity is expected to be tackled through the following technical interventions:
a) Economic Activity Development
b) Transfer of Agricultural Technology
c) Capacity Building

**Phases of the projects**
**MDLSP**
The first phase of the project targeted 5,000 vulnerable households in the five pilot wards of the district. These were Ng'haya, Mwamabanza, Igalukilo, Nyanguge and Kabita. The second phase expanded the project to a larger geographical area of the district and larger target group

The second phase has a final goal of increasing food and income security of 15,000 vulnerable households in the fifteen wards of the Magu district, particularly those headed by women by December 2005. These additional wards include Bujashi, Lutale, Nyigogo, Lubugu, Kongolo, Sukuma, Shigala, Kalemela, Mkula, and Ngasamo

**MIFOSE**
The project is in its first phase, which started in January 2001 and targets 16,000 vulnerable households in ten wards of the district. These are Mbarika, Kasololo, Sumbugu, Misasi, Bulemeji, Ukiriguru, Usagara, Kanyelele, Idetemya, and Kijima.

## 2. REASONS FOR EVALUATION

The evaluation is expected to examine the following:
1) Assess the project's current achievements and progress towards realising the final goal as established in the project design
2) Review the appropriateness of the overall project design against the experience during the implementation
3) Assess the community organizations recruited by the project and their capability along the respective technical interventions including governance, policy advocacy and HIV mainstreaming
4) Assess the collaborative and partnership strategy of the project design
5) Determine and suggest a possible project phase out strategy

Evaluation of the listed aspects will provide insight into the project performance up to present and enhance decisions for future development.

The purpose of the evaluation is to provide insight and judgement which will guide the future direction of the project so that it cam maximize its development impact. This should include but not be limited to: the types of technical interventions, staff levels and competencies, implementation time frame: objectives and design.

The evaluation should also include the following:
a) Examine the implementation methodology for each intervention
b) Determine the participation level of women in the community-based organizations
c) Determine the representation of vulnerable households in the Savings mobilization intervention
d) Determine the level of sustainability of all the interventions conducted from community-managed institution
e) Determine the effect of each intervention on the gender workload
f) Identify outstanding policy, governance and social justice issues that the project should support
g) Identify entry points for mainstreaming HIV/AIDS activities into the project

## 3. SCOPE AND FOCUS

**Main perspective of the evaluation**
Due to the major changes in the CARE Tanzania LRSP II, the two projects implementation MTE should place emphasis on the implementation and results of the MIFOSE AND MDLSP projects, evaluating how the project coped with the challenges and working conditions. Such a focus will also enable assessing the impact of the activities when spread over a larger area.

Keeping in mind that this review will inform the implementation of the main phase of the project a reassessment of the relevance of activities, their effectiveness with regard to the achievement of the goal and sustainability of benefits will be a good focus for the review team. Additionally participation levels and possible improvements should be evaluated and explored

**Depth of analysis**
Each of the detailed key questions and issues will be analysed in a participatory, collaborative and systems-based approach using appropriate key review criteria from the following list of NORAD Review Guidelines (attached):

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability

This assessment will also include an analysis of the capacity of the management structures of the CBI apex organization to implement the project activities as well as the monitoring and review system.

**Lessons Learned**
Based on the findings from the evaluations of these projects, the MTE will develop lessons learned. The report will filter out the most relevant lessons for the NORAD projects in Missungwi and Magu in Tanzania, for the cooperation with the District and for the CARE country program and the Income and Food Sector in particular. The MTE will also draw lessons from the management structure, staffing and implementation approaches.

**Future Recommendations**
This chapter will focus on recommendations on how to expand the project in the main phase and on which implementation approaches, agricultural techniques and training methodology should be carried forward. It will recommend management and partnership structures and give an indication of staffing and organizational structure. This chapter should also include suggestions for improving the capacity of relevant staff and partners.

**Enhanced Accountability**
This process should also increase the accountability of CARE staff and partners, and beneficiaries by showing how project processes and outcomes contribute to the achievement of project NORAD1s and objectives.

***Type and depth of the review***
The methodology of the MTE is designed to guarantee active participation of the partners, stakeholders, and beneficiaries in the review of approaches, implementation structures and processes and technologies promoted. Certainly an objective Chief point of view may be valuable to the learning process. However, the performance of operations -of the main phase- will be enhanced by the degree to which stakeholders entrusted with the implementation of operations become the motivated learners, and are able to translate into action what they have learned through review work

Therefore the Chief review consultant will serve more as facilitator to the whole process. As facilitator, the consultant's role will be to help draw out the various viewpoints of stakeholders on the objectives and results expected. The facilitator guides stakeholders in coming up with shared objectives, taking stock of the process and outcomes of the project, and exploring with stakeholders improvements on how activities are carried out and the new activities that need to be done. The facilitator is intended not to pass judgement on the project but enable to stakeholders to assimilate learning and next steps into the process.

Some key principles important for this approach are outlined below:

- *Participatory reviews focus on learning, success and action*
  Review what we learned about what worked and what did not work. Then we need to ask how can we use these learning's to move to action. The people and groups most directly involved decide what determines success.
- *The review is useful to the people who are doing the work that is being evaluated*

The project's goals and objectives must be the standards against which the project work is measured. Evaluators must pay special attention to the project's specific needs and available resources

- *The review process is ongoing and includes ways to let all participants use the information from the review throughout the project, not just at the end*
  The material produced for the review must be given back to the participants on an ongoing basis in a format that is useful and clearly written in plain language
- *The project stakeholders are responsible for defining the specific project review questions, the indicators of success and realistic timeframes.*
  Stakeholders of projects must participate in decisions about what questions will be asked and what information will be collected to measure the difference, the work made in a given period
- *Participatory review makes it possible to recognize shared interests among those doing the work, the people the work is designed to reach, the project donors and other stakeholders.*
  The review must include information and input from the people doing the work, the people who the work is designed to help or reach and the project donors.

***Whom should the recommendations address?***
Recommendations will address the CARE project management team as well as country office but with similar importance recommendations will address the role and responsibilities of the Misungwi and Magu District Council and their employees as well as the role of the beneficiaries themselves to make the project successful.

**4. ISSUES TO BE COVERED**
The MTE in the review guidelines of the NORAD will provide a key criteria list for all stakeholders for the development and assessment of the Issues during the review. However, the specific criteria critical for the success of the implementation of the project will be selected after the detailed Issues have been developed at the beginning of the review phase.

***Efficiency***
(use of resources); comparison of input against output

- Is the relation between input of resources and results achieved appropriate and justified:
- What precisely is the cost-benefit relation?
- To what extent have individual resources been used economically?

***Effectiveness***
(achievement of targets) of the project in terms of the defined objectives; comparison of output against purpose

- To what extent are the objectives of the intervention being attained (likely to be attained)?
- To what extent is the target group being reached?
- Are there any alternatives for achieving the same results with less input?

***Impact***
(effects) of the intervention on the general situation of the target group or affected parties

- Positive and negative, intended and unintended effects
- Short-term, medium-term, long-term effects
- Technical, economic, social, cultural, political, ecological effects

***Relevance***
(appropriateness) of the interventions in relation to the priorities of the recipient country; comparison of the results against the immediate (operational) and more general objectives (development objective)

- How important is the intervention for the target group(s) and/or to what extent does it conform with their needs and interests?
- To what extent does the intervention comply with development policies and development planning of the recipient country or counterpart government?

- Does it make sense to continue the intervention or is it necessary to redesign or stop it?

***Sustainability***
(durability) of the intervention and its impact

- To what extent can activities, results, and effects be expected to continue after donor intervention has ended?
- To what extent does the intervention reflect on and take into account factors which, by experience, have a major influence on sustainability like e.g. political support, appropriate technology, environmental soundness/environment protection, socio-cultural aspects, gender equality/women's empowerment, institutional and management capacity building?
- How self-supporting is, in particular, the local counterpart institution?

## 5. EVALUATION TEAM

As a participatory review activity, the review team (includes Team A to D) will involve key stakeholders from the project area, partners in governmental and non-government organizations, community-based organizations, among others. The following table shows the different groups and the table on chapter 0 Work plan Overview the various levels of their involvement during each step.

| REVIEW TEAM | # OF PARTICIPANTS | TOTAL |
|---|---|---|
| **A. FACILITATOR TEAM** | **2** | **2** |
| • Chief facilitator (Team Leader) | 1 | |
| • Co-facilitator | 1 | |
| **B. IMPLEMENTATION TEAM** | **51** | **51** |
| • Project Managers MIFOSE & MDLSP (PMs) | 2 | |
| • Project Staff | 24 | |
| • Implementing Partners (All VEOs) | 25 | |
| **C. STAKEHOLDER TEAM** | **55** | **55** |
| • NGO representative (MRHP, ACCORD or KIVULINI) | 2 | |
| • Community resource persons (one per ward) and farmers | 25 | |
| • Village leaders | 25 | |
| • Local Government (DALDO) | 2 | |
| • Business community representative | 1 | |
| **D. OBSERVER TEAM** | **4** | **4** |
| • CARE Tanzania Income and Food Security Coordinator | 1 | |
| • CARE Tanzania Area Coordinator | 1 | |
| • CARE Norge-Program Coordinator | 1 | |
| • Donor Representative (NORAD) | 1 | |
| **TOTAL** | | **112** |

***Roles and Functions***

**Facilitator Team**
The Facilitator Team consists of the Chief facilitator, who is also the Team Leader. It is the responsibility of the team leader to ensure that findings and recommendations are included in the final report. Should be there any disagreements between the team members, the findings and recommendations by the team leader's decision will be final.

The team leader will also be overall responsible for ensuring that all parts of these ToRs are being addressed satisfactorily in the review report. Upon completion of the draft report and the feedback from stakeholders, the team leader will be responsible for incorporating the comments and suggestions in the final substantive and linguistic editing of the report as required to ensure that the final report is a well-written report.

The Team Leader shall be selected based on the following criteria:

- Must have at least five years of continuous professional experience in the application of participatory tools and process in review
- Must have at least three years of continuous professional experience in the design, monitoring and review of agricultural development projects.
- Must be willing to work with national professionals and project-level staff
- Familiarity with agriculture and agricultural economics in East Africa and proficiency in Swahili is important.

The PM will hire a *local facilitator* for workshops with various stakeholder groups designed to develop a common understanding of the review framework and generate draft key questions for the review. He/She will also facilitate the Training on common/important PRA/PLA tools. During the review stage the local facilitator will assist the Facilitator Team in facilitating workshops involving community groups who may need to discuss review issues in Swahili.

The responsibilities of the team leader and the team members are governed by these TOR. Each team member will be assigned specific responsibilities as suggested by the team leader.

The Facilitator Team has the following functions:

- Overall design of the review
- Facilitation of review process
- Provision of contextual inputs on key themes
- Overall analysis of information
- Collation of process and results
- Preparation of draft and final reports

**Implementation Team**

The Implementation Team is the main group responsible for the realization of the review process as well as the implementation of the findings in later stages of project implementation. Although the review process is mainly designed by the Facilitator Team (plus the project staff and the CARE Norge representative), the process has and will further be discussed and agreed with the Implementation Team.

The main roles and responsibilities are:

- Generation and sharing of information
- Facilitate stakeholder group meetings and field activities
- Analysis results and develop recommendations
- Implements recommendation in the course of the main phase project

**Stakeholder Team**

The stakeholder Team represents all stakeholders visited during the course of the MTE. The number of people mentioned in the overview is therefore only the minimum number of people visited in order to ensure the involvement of each stakeholder group. The actual amount of people visited in the field depends on the issues defined in the beginning of the evaluation stage.

- Generating and sharing information at their stakeholder group level
- Preliminary analysis of findings, lessons learned and recommendations
- Feedback and dissemination of review results

**Observer Team**

Additionally two representatives from CARE Tanzania country office, both with extensive experience in agriculture and income generating projects will support the Facilitator Team to ensure a critical approach to the review of project activities.

The CARE Norge representative will be assisting in the design of the review process and will join the review team towards the end of the review to support the compilation of information and drawing up final recommendations and conclusions.

**6. TIME TABLE**

***Workplan***

Start from 1st of Aug 2003 and end on 22nd – of Aug 2003

A final reports shall be submitted to CARE Tanzania on or around 12th – of September, 2003

The detailed schedule will be developed at the beginning of the actual review to incorporate stakeholder and beneficiary needs.

**7. CONSULTATION IN THE FIELD**

**Preparation Phase**

In the preparation phase the project staff will start gathering information for the Facilitator Team to review during the review phase. Surveys will be conducted to evaluate the agricultural techniques used and the approaches of implementation, the effects of the marketing training and group formation and the effects of the capacity building for government staff and farmer facilitators, as well as the participation of women in project activities.

Likewise the formal survey as done during the baseline and the wealth ranking exercise will be repeated and data compared with those at the start of the project. These surveys will use different technologies such as focus group discussions, observation and questionnaires.

**Consolidate framework, finalize Issues and agree on indicators and methods of information collection**

The Facilitator Team will meet with the Implementation Team to develop the framework for the review. This will involve reviewing and agreeing on the final list of Issues to be addressed, identifying indicators that will help to answer these questions and selecting the appropriate participatory methods and tools for verifying each indicator. Key informants from different stakeholder groups will be involved as individuals or as members of small or whole groups, committees, whole organizations, as key officers, staff members, among others.

**Workshops/field visits**

The Chief facilitator will arrange several review teams for the field visit. These teams will use both direct observations and small group meetings (where PRA/PLA tools can be used) with identified stakeholder group representatives or members to generate the answers to the Issues. An open and transparent process of discussion will be used to *facilitate the sharing of information on the process and outputs of the concerned component and/or the project as a whole. An action-reflection-planning process* will characterize field review activities at all levels.

**Collective reflection and consolidation of findings and lessons learned**

The review teams will reconvene as a Implementation Team to *review and reflect on their findings and draw up lessons learned.* The Chief Facilitators will handle the whole reflection and learning session that will showcase the drawings, community maps and findings of the review teams. As far as possible, preliminary findings will be shared with the stakeholders in the field as part of the process.

**Consolidate recommendations**

After generating and agreeing on findings and lessons learned form the various stakeholder groups, the Implementation Team will go through an *action planning process to formulate the future direction and action steps for the various components of the project at various stakeholder group levels.* These directions and steps will be based on each stakeholder group's own perception of the project context and their interests. Consolidated

recommendations will form the basis for future implementation of the project, particularly during the main phase. Suggestions for a monitoring plan of the main phase will also be drawn up based on the logframe of the main phase

- **Debriefing with Implementation Team**

A debriefing will be held with partners and staff involved in the project, especially with the Misungwi and Magu District Council and farmer representatives to share results and recommendations.

**8. REPORTING**

In order to ensure a high accuracy of the final report, the draft review report will be shared with various stakeholder groups for review and validation through the SMT. After considering inputs from stakeholder groups, the Chief Facilitator will submit the Final Report to CARE Norge and CARE Tanzania. CARE Norge and CARE Tanzania will disseminate the final report to donors, partners and stakeholder groups.

CARE Tanzania will facilitate the translation of key portions of the review report into Kiswahili, especially the findings, recommendations, and lessons learned for non-English speaking stakeholders.
The product of the review is a Final Report in English with the following structure (see also attached NORAD Review Report Format):

0. Executive Summary of conclusions and recommendations
1. Introduction
2. Project relevance
3 Efficiency
4. Effectiveness
5 Effects/Impact
6 Sustainability
7 Lessons Learned
8 Conclusions and Recommendations

Appendix

1. Terms of reference for the evaluation
2. Itinerary for the evaluation mission
3. List of persons consulted
4. Literature and documentation

The two reports shall summarize the findings of the review in the light of the quality criteria established by the NORAD

**Appendix 2: Household questionnaire**

**CARE INTERNATIONAL IN TANZANIA**
**MAGU DISTRICT LIVELIHOOD PROJECT (MDLP)**

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**TIME NOW:……HRS……MINUTES**

**DIVISION……WARD……VILLAGE……SUBVILLAGE……**

**INTERVIEWER NAME……DATE OF INTERVIEW……..SUPERVISOR NAME……**

**FARMER'S NAMES……SEX (1=MALE, 2=FEMALE).**

**FARMER CATEGORY (1=PARTICIPANT TO CARE PROJECT, 2=NON PARTICIPANT)**

**HOUSEHOLD STATUS (1=MALE HEADED, 2=FEMALE HEADED)**

**A: MONITORING FOOD SECURITY**

**A1** What crops does your household grow for home consumption? For each crop, indicate its average acreage and its total production for the past 2 (2001-2003) years **(Fill the information in the Table below)**

| Crops grown | Acreage in acres | Total production **[Bags/tins/kg]** |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

**A2** How has production of food crops in your household been in the years 2001 and 2002: would you say it has increased, decreased, or remained the same?

1= Increased By how much…….**(Bags/tins/kg)**
2= Decreased By how much…….**(Bags/tins/kg)) [GO TO A4]**
3= Remained the same **[GO TO A5]**
9= Do not know **[GO TO A5]**

**A3** What explains the increase in the production of food crops in your household in the 2001 and 2002 years?

**[PROBE TO GET AN EXHAUSTIVE LIST OF FACTORS CONTRIBUTING TO THE INCREASE]**

**A4** What explains the decrease in the production of food crops in your household in the 2001 and 2002 years?

**[PROBE TO GET AN EXHAUSTIVE LIST OF FACTORS CONTRIBUTING TO THE DECREASE]**

**A5** During the 2001 and 2002 period, would you say the number of food shortage months in your household across the year, has increased, decreased, or has remained the same compared to the period before?

1= Increased By how many months?……**(include fractions of months)**
2= Decreased By how many months?……**(include fractions of months)**
3= Remained the same **(GO TO A8)**
9= Do not know

**A6** Can you please explain how has the increase in the number of months of food shortage in your household during 2001 and 2002 in comparison to the period before come about. **[PROBE TO GET AN EXHAUSTIVE LIST OF FACTORS CONTRIBUTING TO THE INCREASE]**

**A7** Can you please explain how has the decrease in the number of months of food shortage in your household during 2001 and 2002 in comparison to the period before come about. **[PROBE TO GET AN EXHAUSTIVE LIST OF FACTORS CONTRIBUTING TO THE DECREASE**

**A8** During the 2001 and 2002 period, would you say the number of meals per day in your household has increased, decreased, or remained the same when compared to the period before?

1= Increased From ……times/day To……times/day
2= Decreased From ……times/day To……times/day
3= Remained the same

**A9** During this 2001 to 2003 period, has your household's coping strategies for food deficiency changed or remained the same?

1= Changed
2= Remained the same **(GO TO B1)**

**A10** What are the new strategies for coping with food deficiency that your household now employs? **[PROBE TO GET COMPLETE LIST]**

**B: INCOME MONITORING**

**B1** During the 2001-2003 period, what are the major sources of income for your household? Rank the sources in terms of the amount of income accruing from the source. **(PROBE TO GET A COMPLETE LIST AND FILL THE INFORMATION IN TABLE BELOW)**

| Income source | Ranking **[First, Second, Third, Fourth, etc]** |
|---|---|
| Farm sources | |
| | |
| | |
| | |
| | |
| | |
| Non-farm sources | |
| | |
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**B2** In comparison to the period before, would you say your income for the 2001-2003 period has increased, decreased, or remained the same**?**

**1=Increased** **By how much?……..Tshs** [Year/Month/Week/Day]
**2=Decreased** **By how much?……Tshs** [Year/Month/Week/Day] GO TO B4
**3=Remained the same** (GO TO B5)

**B3** How has the increase in your household's income in the 2001-2003 period come about?
**[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE INCREASE]**

**B4** How has the decrease in your household's income in the 2001-2003 period come about?
**[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE DECREASE]**

**B5** Has your strategies for coping with cash deficiency in your household changed or remained the same during the 2001-2003 period when compared to the period before?
1= Changed
2= Remained the same **(GO TO B7)**

**B6** What are the new strategies for coping with cash that you have been using during the 2001-2003 period?
**[PROBE TO GET COMPLETE LIST OF THE NEW COPING STRATEGIES]**

**B7** During the 2001-2003 period, what were the major sources of credit to your household? Rank the sources in terms of the amount of the credit from the source. **(PROBE TO GET A COMPLETE LIST AND FILL THE INFORMATION IN TABLE BELOW)**

| Credit source | Amount of credit (Tshs) |
|---|---|
| | |
| | |
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| | |

**B8** Of the mentioned sources of credit, which ones are new in that they were not available as sources of credit for your household during the period before 2001-2003? **[PROBE TO GET COMPLETE LIST]**

**B9** How would you compare the number of credit providers during the 2001-2003 period to the period before: would you say that the number of credit providers for the 2001-2003 period has increased, decreased, or remained the same when compared to the period before?
**1=Increased** **By……..?**
**2=Decreased** **By……? [GO TO B11]**
**3=Remained the same (GO TO B12**)

**B10** How has the increase in the number of credit providers in the 2001-2003 period come about?
**[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE INCREASE] [GO TO B12]**

**B11** How has the decrease in the number of credit providers in the 2001-2003 period come about?
**[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE DECREASE]**

**B12** How would you compare the amount of credit available for the 2001-2003 period with the period before: would you say it has increased, decreased, or remained the same?
**1=Increased** **By how much?…….Tshs**
**2=Decreased** **By how much?……..Tshs** [GO TO B14]
**3=Remained the same** (GO TO B15)

**B13** How has the increase in the amount of credit available to your household in the 2001-2003 period come about? **[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE INCREASE] [GO TO B15]**

**B14** How has the decrease in the amount of credit available to your household in the 2001-2003 period come about? **[PROBE FOR EXHAUSTIVE EXPLANATION FOR THE DECREASE]**

**B15** Please indicate whether or not you invested and the amount of shilling invested in each of the following items **(FILL IN TABLE)**

| S/No | Investment item | **Tshs** invested |
|---|---|---|
| 1 | Housing (Buying building materials, paying for labour etc) | |
| 2 | Education (School fees, school supplies) | |
| 3 | Health (medicines etc) | |
| 4 | Animals (buying livestock) | |
| 5 | Food | |
| 6 | Increasing acreage (expanding acreage, buying more land) | |
| 7 | Purchasing farm inputs | |
| 8 | Purchasing farm implements | |
| 9 | Assets (Radio, Bicycle, furniture etc) | |
| 10 | Income generating activities | |
| **11** | Any other item (Specify) | |
| **TOTALS** | | |

**C: MONITORING SOURCES OF TECHNOLOGY, INPUTS & ADOPTION**

**C1** During the 2001-2003 period, what technologies and inputs have you tested or adopted? **[DO NOT READ THE RESPONSE ALTERNATIVES (PROBE TO EXHAUST THE LIST].** For each technology/input tested or adopted, indicate the first source of the information.

| Technology/Input tested or adopted | First source of information for technology/input **[CBO MEMBERS, MEDIA, FELLOW FARMERS, INNOVATIVE FARMERS, EXTENSION, COMMUNITY RESOURCE PERSONS, NGO, PRIVATE]** |
|---|---|
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**C2** What technical assistance have you accessed in the 2001-2003 period. For each technical assistance, indicate the organization that availed the assistance to you. **[FILL THE INFORMATION IN TABLE]**

| Technical assistance | Name of CBO/CBI/NGO |
|---|---|
| | |
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**C3** Looking at the two periods of 2001-2003 and before, would you say the amount of technical assistance has increased, decreased or remained the same during the 2001-2003 period?

**1=Increased**
**2=Decreased** **(GO TO C6)**
**3=Remained the same** **(GO TO C6)**

**C4** What technical assistance do you now access that were not available before 2001?
**[PROBE TO GET COMPLETE LIST OF TECHNICAL ASSISTANCE]**

**C5** How satisfied are you with the technical assistance you now access: would you say you are very satisfied, satisfied, or not satisfied at all:

1 Very satisfied Explain
2 Satisfied Explain
3 Not satisfied at all Explain

**C6** Kindly please indicate the place from where you obtain technology or input that during the 2001-2003 period: is the place within the village, within the ward, within the division, at the district headquarter, or from the regional headquarter. **[FILL THE INFORMATION IN TABLE BELOW]**

| Technology/Input adopted | Source **[VILLAGE, WARD, DIVISION, DISTRICT HQ, REGIONAL HQ]** |
|---|---|
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**C7** Looking around in your village, are there individuals who are testing or have adopted any technology or input during the 2001-2003 period?

1= Yes
2= No **[GO TO C9]**

**C8** What are the names and sex of individuals in this village who during the 2001-2003 period have tested or adopted new technology or input . **[PROBE TO GET COMPLETE LIST OF INDIVIDUALS AND FILL INFORMATION IN TABLE]**

| **Name** | **Sex [Male/Female]** |
|---|---|
| | |
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**GRAND TOTAL……TOTAL MALES……TOTAL FEMALES……..**

**C9** Let us now look outside your village: what are the names of individuals who are testing or have adopted technologies or inputs during 2001-2003? What is their sex, village and the technology or input that has been tested or adopted **(FILL ANSWERS INTO TABLE BELOW)**

| Name in full | Sex | | Village | Technology/input tested or adopted |
|---|---|---|---|---|
| | Female | Male | | |
| | | | | |
| | | | | |
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| | | | | |
| | | | | |
| **TOTALS** | | | | |

**D: MONITORING CAPACITY DEVELOPMENT**

**D1** Do you carry out your livelihood activities under group settings only, on individual settings only, or both?
1=Group settings only
2=Individual settings only **[GO TO D9]**
3=Both individual and group settings

**D2** What year was the group under which you are carrying out livelihood activities was formed?
1= Before 2001
2= After 2001
9= Do not know

**D3** What is the name of the group in which you are?…….

**D4** What are the main activities that are carried out by your group?

**D5** Are there any problems in running livelihood activities under group settings?
1= Yes
2= No **(GO TO D7)**
9= Do not know **(GO TO D7)**

**D6** What are the problems associated with running livelihood activities under group settings **[LIST THE PROBLEMS]**

**D7** Has the group linked with other institutions?
1=Yes
2=No **(GO TO D9)**

**D8** Which institutions has your group linked with? **[PROBE TO GET EXHAUSTIVE LIST THE INSTITUTIONS]**

**D9** Have you attended any training organized by the project? By training we mean any setting in which staff form NGOs, KILIMO, UKIRIGURU, impart to you some skills and/or knowledge that relates to your livelihood activities
1= Yes
2= No **(GO TO E1)**

**D10** What are the names of the NGOs or organizations that organized the training you have attended?

**D11** What skills and/or knowledge did you learn during the training? **[LIST KNOWLEDGE AND SKILLS]**
……
……
……..

**D12** Were the skills and/or knowledge obtained during training useful?
1=Yes Explain
2=No Explain

**D13** Are you putting to use what you learned during training?
1=Yes
2= No Explain

## E: MONITORING GOVERNANCE AND HIV/AIDS AWARENES

**E1** Do you feel you can influence decision-making in the village government?
1= Yes **(GO TO E3)**
2= No
9= Do not know **(GO TO E4)**

**E2** Explain why you feel you **can't** influence decision making in the community?

**E3** Does the village government involve villagers in decision making?
1=Yes Explain

2=No Explain?

**E4** Have you ever heard of the word HIV/AIDS?
1= Yes In which context (where/setting)
2= No

**E5** Is HIV/AIDS an issue for concern in this village?
1=Yes
2=No

**E6** Can you explain how HIV/AIDS is an issue of concern in this village

**E7** Are there NGOs or other organizations in this village that deal with issues of HIV/AIDS?
1= Yes What are their names:

What do they do: Explain

2= No

**FINISH THE INTERVIEW BY THANKING THE RESPONDENT**

TIME NOW:…….HRS…….MINUTES

**Appendix 3: Stakeholder workshop items**

**CARE INTERNATIONAL IN TANZANIA**

**MAGU DISTRICT LIVELIHOOD SECURITY PROJECT (MDLSP)**

**STAKEHOLDERS WORKSHOP, FRIDAY OCTOBER 3, 2003**

**VENUE: MTRC, MAGU**

| S/NUMBER | TIME | ACTIVITY | RESPONSIBLE |
|---|---|---|---|
| 1 | 8:30 – 9:00 am | REGISTRATION | ALL |
| 2 | 9:00 – 9:10 am | WELCOME REMARKS | PM |
| 3 | 9:10 – 9:30 am | PROJECT BRIEF REPORT | APM |
| 4 | 9:30 – 10:00 am | WORKSHOP OVERVIEW | MAGAYANE & ROBERT |
| 5 | 10:00 – 10:30 am | TEA BREAK | ALL |
| 6 | 10:30 – 1:00 pm | GROUP DISCUSSIONS | ALL |
| 7 | 1:00 – 2:00 pm | LUNCH | ALL |
| 8 | 2:00 – 2:45 pm | GROUP PRESENTATIONS | ALL |
| 9 | 2:45 – 3:45 pm | PLENARY SESSION | MAGAYANE & ROBERT |
| 10 | 3:45 – 4:00 pm | CLOSING | PM |

**WORKSHOP OBJECTIVES**

1. REVIEW THE PROGRESS OF MDLSP
2. IDENTIFY O&OD
3. DEVELOP RECOMMENDATIONS FOR THE WAY FORWARD

**OUTPUTS**

1. AWARENESS OF MDLSP AMONG STAKEHOLDERS
2. CRITICAL ISSUES DISCUSSED AND RECOMMENDATIONS MADE
3. SWOT IDENTIFIED

**ISSUES TO BE DISCUSSED**

1. ASSESSMENT OF PROJECT ACHIEVEMENT AND OBSTACLES/LIMITATIONS
2. ASSESSMENT OF THE CARE APPROACH TO PROJECT IMPLEMENTATION
3. INVOLVEMENT OF PRIVATE SECTOR
4. CBOs AND CBIs LEGAL STATUS (SUSTAINABILITY)
5. OPPORTUNITIES FOR DEVELOPMENT
6. THE WAY FORWARD

List of participants for MDLSP Stakeholders' Workshop

| No. | NAME | TITLE | ADDRESS | SEX |
|---|---|---|---|---|
| 1 | Sospeter H. Solima | IMA Chairman | Igalukilo | Male |
| 2 | John S. Shipula | IMA Chairman | Shigala | Male |
| 3 | Monica William | KIVUKO CRP | Mwamabanza | Female |
| 4 | Julius Nambua | Production Manager | Multiflower Ltd. Box 1438, Arusha | Male |
| 5 | Sara Zephania | IMA Secretary & KIVUKO CRP | | Female |
| 6 | Christopher Mayunga | Principal MHCC | Box 83, Mwanza | Male |
| 7 | Wilson Mbogoma | KIVUKO CRP | Box 88, Magu | Male |
| 8 | Paulo E. Ngunila | KIVUKO CRP | Mwamabanza | Male |
| 9 | Bernadetha Charles | IMA Secretary & CRP | Mwalinha | Female |
| 10 | Naomi Lung'wecha | KIVUKO CRP | Mwamabanza | Female |
| 11 | Ladislaus Rutaihwa | Early Warning Officer | Box 2174, Mwanza | Male |
| 12 | Omuchamba Salimba | Primary Health Officer | Box 30, Magu | Male |
| 13 | Ally Matambo | BAKWATA Secretary | Box 35, Magu | Male |
| 14 | Christina Henry | Gender Unit, Magu Food | Magu | Female |
| 15 | Pilly Abdallah | | Magu | Female |
| 16 | Lairety Mberwa | CRP for MMD & SPM | Nyanguge | Female |
| 17 | Sanah Mhela | CRP for MMD | Mwamabanza | Female |
| 18 | Adam Madushi | IMA Chair & HISA CRP | Mwamabanza | Male |
| 19 | Lazaro F. Busumba | IMA Secretary & CRP for SPM | Mwamabanza | Male |
| 20 | Victor Magaka | IMA Chair & CRP for HISA | Bujashi | Male |
| 21 | Josephat Shibombo | IMA Ward Chair | Kalemela | Male |
| 22 | Mayunga Christopher | Principal, Homecraft | Box 83, Mwanza | Male |
| 23 | Pili Ndaki | TTO for MDLSP | Box Magu | Female |
| 24 | Michael Mayunga | CDO for MDLSP | Box Magu | Male |
| 25 | Daniel Laiser | EDO for MDLSP | Box Magu | Male |
| 26 | Appia Mkoba | Asst. Project Manager, MDLSP | Box Magu | Female |
| 27 | Emmanuel Ndaki | Project Manager, MDLSP | Box Magu | Male |
| 28 | Simon Maziku | Asst. Project Manager, MIFOSE | Box Missungwi | Male |
| 29 | Cyprian Kassase | Project Manager, MIFOSE | Box Missungwi | Male |
| 31 | Richard Mihayo | DPLO | Box 200 Magu | Male |
| 32 | Biseko Sebastian | Ag. DALDO, Magu | Box Magu | Male |
| 33 | David Selby | CARE Lake Zone Area Office | CARE, Box Mwanza | Male |
| 34 | Robert Otsyina | Consultant | Dar Es Salaam | Male |
| 35 | Flavianus Magayane | Consultant | SUA, Morogoro | Male |