

Pilot and Phase one Project on
Advancing Leadership and Economic
Empowerment of Women Entrepreneurs
in
Moshi Municipal

TUSONGE



Evaluation | Report



2013

sponsor:

Brot
für die Welt

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Report on
Evaluation of TUSONGE Community Development Organization

Pilot Phase and Phase One of the
Advancing Leadership and Economic Empowerment of Women's Entrepreneurs
Moshi Municipality

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List of Acronyms

AIDS	-	Acquired Immune deficiency Syndrome
AJISO	-	Action for Justice in the Society
BftW	-	Bread for the World
CD	-	Compact Disk
CPA	-	Certified Public Accountant
CSO	-	Civil Society Organizations
DESUNE	-	Development Support Network
DVD	-	Density Video Disc
EAHRTP	-	East African Human rights Programme
EASUN	-	East African Unit Support for NGOs
ED	-	Executive Director
EQUITAS	-	Centre for international Human rights Montreal Canada
FBO	-	Faith Based Organization
FOKUS	-	Forum for Women and Development
GBV	-	Gender based Violence
GM	-	General Meeting
HIV	-	Human immune deficiency Syndrome
ILFS	-	Integrated Labour Force Survey
JURK	-	Juridisk Radgivning for kvinner
KIWAKKUKI-		Women group against Aids in Kilimanjaro
KWIECO	-	Kilimanjaro Women Exchange and Consultancy Organization
LGA	-	Local Government Authority
M&E	-	Monitoring and Evaluation
MCDGC	-	Ministry of community development and Gender
MKOMBOZI	-	Centre for Street children Moshi
MTAWAMO	-	Entrepreneurs Association for women in Moshi Municipality
NGO	-	Non Governmental Organization
PAMOJA TUNAWEZA-		Women NGO offering drugs for opportunistic diseases
PLHA	-	People living with Aids
SACCOS	-	Savings and Credit association
TGNP	-	Tanzania Gender Networking programme
TOR	-	Terms of reference
TUSONGE	-	Together we shall advance
VICOBA	-	Village community Bank
WOY	-	White orange Youth

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Executive Summary

Introduction

This is a report of the evaluation of TUSONGE Community Development Pilot Phase and Phase One programme on the Advancing Leadership and Economic Empowerment of Women's Entrepreneurs in Majengo and Msaranga in Moshi Municipal Council. The Programme was supported by the Bread for the World (BfW). The evaluation was carried out within month of April and May 2012 by a Change Management and Gender consultant. The purpose of the external evaluation was threefold: to assess the performance of the pilot and Phase one of the project. Also to establish what worked well and what could be different as well as reveal lessons learned and make recommendations for future interventions.

Methodology and limitations

The evaluation collected data and information on the different aspects of the two year plans of implementation from both primary and secondary sources in order to answer the evaluation questions as provided in the TOR. On secondary sources, reliance was placed on TUSONGE reports, other research reports and related published and unpublished materials. Primary data and information were gathered from the stakeholders using semi-structured questionnaires; persons met include TUSONGE staff, selected members of CSOs and selected Local Government officials. Programme performance indicators were obtained from TUSONGE baseline research report and the results based 2011, 2012-2013 implementation plans.

Lessons learned

- Strategies and participatory interventions pitched at entry points that touch peoples' daily and life-long prospects are valuable avenues for effective reach of targeted populations for desired changes.
- Listening to youth is important to understanding how to deal with the threat of economic hardship and HIV to youth. Sizable number of youth who were not beneficiaries of the project, claimed to have been sidelined in a number of development interventions. They felt vulnerable and challenged for lack of appropriate skills to survive in job market.
- Ownership of the project and of the VICOBA through participatory approaches in the design, implementation, and evaluation of the project will contribute to up-scaling and longer term sustainability.
- Involving government officials in project activities specifically trainings and capacity building sessions, can be an excellent way of direct sharing of information and publicizing project issues and key community needs and policy issues, and to promote the work of TUSONGE.
- One of the many benefits of partnering/ engaging governmental agencies is that, they can help facilitate and reduce the cost of implementation by availing free training/meeting venues e.g. Primary schools buildings and college premises.
- While targeted interventions are necessary to have an impact, ignoring people's felt needs is unlikely to lead to success. The flexibility shown by TUSONGE and BftW to call off the leadership training in order for the respective budget to provide beverages during other training sessions, gained credibility and support for the project.
- Training and awareness raising is the best way of helping men and women understand of gender dynamics and their relationship with GBV and HIV/AIDS
- Men who are in the process of transformation will trust fellow men to discuss issues like gender equality and equity, GBV and HIV/AIDS. Therefore it is easier for men to work with men hence the need for TUSONGE increase number of males in her interventions.
- Participatory and animation methodology used by TUSONGE; particularly through asking questions, allowed people to reflect on the topic and through interactive discussions enabled immense learning, self reflection and appraisal for change.

Recommendations

Since empowering and changing people's attitudes and practices on economic and gender issues is a process and at times a very long process, it is necessary to transform projects to programs, to operate for sufficient time to create desirable and sustainable change. The following are some specific recommendations:

- The focus of the next TUSONGE program would be more strategic by doing capacity needs assessment of its internal and external stakeholders and tailor trainings relevant to capacity gaps and needs of diverse target groups.
- Promotion of male and youth involvement was not conspicuous in the program. Given the patriarchal nature of our society, there is need to engage more males in gender and human rights training sessions
- Negotiate the space and mechanisms to attain a wide public dialogue within target communities geared to enhancing public knowledge and skills on development issues
- Facilitate the ability of youth particularly girls to negotiating safe sex, harness their energies in enhancing HIV prevention and responsible parenthood among young people. Facilitate the youth take conspicuous leadership on this initiative to the greatest extent possible.
- Enhance the capacity of the secretariat to efficiently track program results at communities. This entails having relevant tools and expertise in M&E.
- The emerging demands from the communities calls for expanded programme and a strategic fundraising skills and approach.
- Need to map out and be clear with who the strategic partners are and how to work in collaboration with. Create a mutual accountability to concrete results and not just relate through attending meetings or occasionally join in project activities.
- Sharpen tools for entry into and exit from community interventions. Upon exit, assume a different role e.g. a mentor for specific period of time and/or mutual partner in the development efforts.
- TUSONGE is growing and so internal systems must enable checks and balances for accountability purposes. Professional computerized accounting package will be useful to segregate accounts of different donors, at the same time provide a consolidated picture of the organization whole resource capacity.
- The overwhelming demand for trainings in the communities require an alternative use of training methods like CD/DVD and interactive discussions, role plays, simulation discussions and talent shows, share case studies etc. There is need for the organizations' owned transport facility. Public address system and video show equipment for targeted and public training and talks.

1. Introduction

1.1 *Emergence of TUSONGE Programme*

TUSONGE community Development Organization is an NGO based in Kilimanjaro region. It started her work in 2011 in Moshi Municipality in Majengo ward and its respective six hamlets. The main focus of the organization is to promote women's economic participation and rights, promote and encourage the use of participatory community development strategies which directly enhance an effective use of the local available resources for sustainability purpose.

TUSONGE is innovative and strategic as it is acting local while making her contribution to the National poverty alleviation, bridging the gender gap in leadership and scaling down HIV/AIDS. It facilitates the appreciation and utilization of community own resources. These resources are the very people in the community and their property. Through training and capacity building, the organization created a sense of independency and ownership of support systems e.g. VICOBA. Through collaboration of the community members, training and capacity building strategy has been very effective.

2011 TUSONGE received her first financial support from BftW German, on a pilot project which was implemented during the period January –December 2011 with the title ***Advancing Leadership and Economic Empowerment of Women's Entrepreneurs (EEWE) through Capacity Building in Moshi Municipality***. This project covered Majengo ward. BftW extended her financial support for 2 years from January 2012 to December 2013 to extend the project to Msaranga ward and reaching out more groups in Majengo ward. The program main focus is on economic empowerment of women. It is in appreciation of the fact that, if given the opportunity to invest, women often put their money in micro businesses and income put into the household's welfare, and that women ensure the family gets food on the table which contributes to family stability. Strategically TUSONGE engage in the program those men who already show support for women's equality and empowerment as change agents to reach other men.

BftW¹ is a globally active relief and development agency of the Protestant Churches in Germany. In all partner countries all across the globe BftW empower the poor and marginalised to improve their living conditions by themselves. Key issues of their work are food security, the promotion of health and education, respect for human rights as well as the integrity of creation.

1.2 *Basic Facts about Target Area*

Administratively, the United Republic of Tanzania has 30 regions of which, 25 are in Mainland among them Kilimanjaro region whose population is 1,640,087; Females 846,947 males 793,140 (Census 2012). The region has 7 Councils among them is Moshi Municipal Council with 21 Wards among them; Majengo and Msaranga, the beneficiaries of TUSONGE Programme. The following is population disaggregation by sex of the target areas.

¹ <http://www.actalliance.org/about/actmembers/bread-for-the-world>

Table 1: Population Size in Moshi Municipal

Area	Total Pop	Male	Female	Average HH Size	Sex ratio
Moshi Municipal Council	184,292	89,174	95,118	4.0	94
Majengo Ward	9,006	4,375	4,631	3.7	94
Miembeni ² Ward	15,220	7,438	7,782	4.0	96
Msaranga Ward	7,677	3,760	3,939	4.4	95

Source: *URT Census 2012*

Tanzania remains a strongly patriarchal society which lacks universal awareness and acceptance of the rights of women and children. Despite the key role played by women in the family and communities, there is little awareness and acceptance of their equality to male counterparts.

1.3 Purpose and scope of evaluation

This is an organizational performance assessment. The focus is on how well the organization had institutionalized and developed its necessary management system, how it relates with the local government and other development agents around it, and to what extent it is capable of meeting its own purpose and goals.

The Terms of Reference (ToR) states that, the assessment concentrate on reviewing the performance of the project. Establish what worked well and what could be different; reveal lessons learned and make recommendations for future interventions.

The assessment study was therefore conducted in Majengo (now split into two wards, Majengo and Miembeni) and Msaranga wards where a total of 14 groups of total 420 people were direct beneficiaries of the project. The assessment also focused the programme leadership (board and management), programme implementation level (field staff) and other actors within the locality and not beneficiaries.

At least 25% of the 420 beneficiaries of target group's beneficiaries and 20 indirect beneficiaries of the target groups were interviewed. More people could have been interviewed if not for the rains that poured in three days.

The objectives of the evaluation as determined by the TOR were to:

- To assess the relevance, effectiveness, efficiency, impact and sustainability of the project;
- To examine what are the key lessons learned and how best these lessons can be shared and used to improve the next planning session for TUSONGE and her constituency
- To make all possible recommendations which TUSONGE will need to work on for improvement purpose with the focus to create bigger impact, ownership and sustainability of the work within communities

² Formally part of Majengo Ward

2. Approach

2.1 *Data sources*

The organizational performance assessment started with a review of documents. Most of which were official documents. The web page www.tusonge.org also provided useful information regarding performance. These formed a basis for the inception report. During field work, interviews were conducted on one-on-one, round-table and focused group discussions with the leadership and management, the Board of Directors and other project stakeholders (the direct and indirect beneficiaries, project field staff, CSO collaborators, local Government Officials). Observations of projects and events to end annual cycle of VICOBA provided insights into the extent of community ownership, efficiency and effectiveness of the Project.

2.2 *Process management*

The evaluation involved field trips to the project areas in Moshi Municipality- Msaranga ward in Msaranga group 1, Msufini group 2 and Rauya group 3 hamlets. In Majengo the consultant visited Miembeni and Arabika group 2, 3, 5 and number group 9. Specific individual's small businesses were sampled for interactive discussion. The process was managed by TUSONGE Management team based on work schedule annexed.

2.4 *Limitations*

The schedule of work was very tight given the limited number of field days and the extent of the programme coverage. The consultant struggled against time to meet as many beneficiaries in both Majengo and Msaranga; network partners and government authorities and people in the respective communities who were indirect beneficiaries of TUSONGE programme. Though it does not affect the quality of assessment results, the rainy weather condition did limit the evaluator reaching out to more projects as well as the number of people who convened for group discussions.

3. Findings

3.1 *Programme Design*

TUSONGE Vision is “improved capacities and livelihood of community development groups and individuals”

The key activities were built on the following:

- 1) Action research to establish baseline information of target communities for the purpose of tracking changes which will be attributed to project interventions.
- 2) Conduct participatory training and capacity building process to enhance entrepreneurship skills of women who are doing small businesses
- 3) Training on gender and human rights to the women entrepreneurs to ensure that they appreciate their basic rights and issues of equality that may affect their business initiatives.
- 4) Mainstreaming knowledge of HIV/AIDS and enhance capacities on how to effectively mitigate the associated challenges.
- 5) Building leadership skills and confidence and more understanding of issues which may affect their business initiatives.
- 6) Develop participatory monitoring and evaluation skills to community teams to track changes resulting from their development efforts.

Through the assessment, it was clear that, TUSONGE programme activities were demand driven, and guided by the communities' baseline study report. The programme design was therefore guided by the following principles:

- Consideration for human rights taking cognizant of cross-cutting issues
- Recognition that TUSONGE strength is in influencing community social-economic transformation especially in organizing groups and capacity building.
- Determined to build on what works well. For example, most inhabitants in the targeted localities are enterprising by nature and with development mindset.
- Sustainability and multiplier effect through group dynamics and leadership and instilling saving culture

TUSONGE plans, used log frame that applied result based management framework with concrete baseline data and information, outputs and outcomes and indicators pitched at the very community level. The organizational set-up and project designs reflected TUSONGE leadership passion for female and youth empowerment and males' involvement as exhibited in the organizational Memorandum and Articles of the Association/Constitution. In a small but significant way, the two years project contributed to Country efforts in bringing about gender equality through the empowerment of women in socio-economic endeavours.

The Board of Directors:

Constitutionally, the Board of Directors is the policy making body of TUSONGE mandated by the members General Meeting (GM). The board was constituted in 2011 and met four times a year and is composed of 3 Females (F) and 4 males (M) and Executive Director (ED) who is secretary to the Board with full voting powers.

The GM discusses principle issues and gives the Board mandate to take decisions within the overall guidance given by the GM and TUSONGE Constitution and Policy directives. By Constitution the Board governs for 3 years where as 1/3 of the Members will phase out for new members. In accordance to their mandate, the Board has the duty to make policies, rules and regulations/guidelines; approve plans, budgets, implementation report and financial expenditures and audits. Also appoints financial auditors and recruit senior management staff. The Executive Director is recruited by the Organization Membership. An Executive Committee of 2-F and 3-M is functioning as mandated by the Board to support the management staff. There was evidence of good working relationship between the ED and the Board and the Executive Committee.

Management capacity and human resources

The secretariat consists of the Director with Masters Degree in International Community Economic Development, long experience in local community development. Senior Field worker and legal officer, Accountant and a CPA-Trainee, Junior Field worker with strong facilitation skills, an office assistant and a Volunteer-Office Manager. All are responsible for the daily management of the organization.

There was no career development plan as part of the draft Human Resource Management Policy, but it was evident, the organization nurture staff professional career and skills development through their engagement in facilitation in training and capacity development programmes of target beneficiaries. Opportunities were provided for professional development as the accountant was pursuing Certificate in Professional Accountancy (CPA) on evening classes.

Generally the secretariat had the necessary competence in running of the current organization activities though their efficiency was fairly compromised by the lack of reliable means of transport in response to the frequently emerging community demands for support in group dynamics. Staff competence assessment is done on annual basis using a 360° appraisal tool (see Annex). The 360° method provides each employee the opportunity to receive performance feedback from his or her supervisor, peers, staff members, co-workers and customers. Feedback enables the employees to map their career path based on the feedback and the results may also be used by the employer in making policy and administrative decisions. Staff appraisal is good practice for TUSONGE and adds value to its organizational development and growth path.

When TUSONGE moves towards long term (3-5years) programmatic approach, staff contracts may be matched with the programming cycle. Staff scope of work may also be thematically focused e.g. officers in charge of: Research and Policy advocacy/Team Building; Entrepreneurship and leadership skills development; Cross-Cutting Issues (Gender, HIV/AIDS and Environment).

3.2 Programme Outcomes, Outputs and Strategies and their continued relevance

Adequacy

The goal of the programme is to improve community livelihoods, promotion of women's equal participation and access to socio-cultural, economic justice and legal rights for sustainable development. The design of the programme (2011-2013) is considered adequate to meet its goal, as it addresses entrepreneurship skills development; awareness on human rights, gender equality and equity; lobby and advocacy skills development, leadership, voters and civic education issues. Both quantitative and qualitative indicators for measuring results were clearly aligned with programme activities.

Relevance of Programme results and considerations for next programme

Women play a substantial role in Tanzania's economy. Only a small minority of women hold formal jobs. A majority of women are not in standard employment relationships that provide the basic minimum social security rights of an employee, such as pension, sick days, annual leave, etc in formal contractual terms. Overall, according to 2006 ILFS data, women in urban areas have a higher risk of being unemployed than men. The situation of the youth population, particularly those in urban areas, is critical. Concerns are growing regarding the future of the ability of the economy to create enough good jobs for this growing labour force. Most young people will either end up in informal employment or in informal enterprises to start with. Entrepreneurship skills development is a priority for business start-up, growth and sustenance.

Access to justice is limited to women because of their ignorance and corruption within law enforcement institutions. The intervention to promote ethics and justice within communities is a good cause, ensuring women, youth and men have a voice in holding leaders accountable where ethical values have been compromised. Practice has shown exposure to training opportunities has increased women and youth ability to participate in decision making, at both the household and in small groups.

In Tanzania mainland, Gender-based violence (GBV) is associated with gender norms and social and economic inequities between men and women, boys and girls. Cultural norms, values, traditional practices and customs contribute to increasing incidences of GBV and demean women social economic development.

Overall, 5.1% of Tanzanians age 15-49 are HIV-positive. HIV prevalence is higher among women 6.2% than among men 3.8% [THMIS 2012]. A higher HIV prevalence has been recorded amongst women compared to men in all age groups in Tanzania, except for age group 35-39 years where men record higher prevalence. Rigid patriarchal marital practices and relations promote unequal gender relations by making women and girls insubordinate while discouraging them from making decisions affecting their lives and health with their male sex partners.

Almost two-thirds of Tanzanian women age 15-49 have ever been tested and received the results. Of the age group in Kilimanjaro region, 64% and 52% of women and men respectively have been tested for HIV/AIDS and received the results. Percentage of women and men age 15-49 that are HIV-positive was 3.8% in Kilimanjaro (THMIS 2012).

HIV testing is higher in urban areas than rural areas among both women and men and testing increases with level of education and awareness. The respective programme is therefore relevant and requires scaling up and strengthening given the high demand for capacity development.

3.3 Implementation of the programme

Analysis of 2011-2013 (April) was done using an accountability framework that logically links outcomes to their respective outputs, their indicators and corresponding baselines and targets, as defined by the programme and the baseline report.

Interventions: Were through, Baseline survey training and capacity building sessions; Information/ reference materials; testimonies, media interactions/advocacy and Programme M & E fact findings. The following table provide details of the programme implementation status.

3.4 Effectiveness of programme interventions

Assessment of effectiveness of this programme examines the extent to which the programme achieved its planned results, using the indicators, their baselines and targets.

Table 2: Results Based Implementation of TUSONGE Programme (2011-2013)

2011 Majengo Results Matrix:

Proposed Result indicator	Baseline ³ /Target	Planned for the Year 2011Pilot	Performance*	Remarks
TUSONGE Institutionalized				
Baseline: Zero Staff Target: 2 Staff		Recruitment and orientation of 2 staff	<ul style="list-style-type: none"> 3 Female staff recruited/ oriented 	<i>Qualified and well positioned staff</i>
Baseline: No Board Target: Board institutionalized		Inception/ orientation meetings of 8 Board and 20 community members	<ul style="list-style-type: none"> 8 Board met 21 Community members 	<i>Experienced and professional mix</i>
Baseline: New Organization Target: Forge partnership and acceptance		Introduction/Social Marketing of TUSONGE project	<ul style="list-style-type: none"> 7 actors introduced Brochure availed 	<i>Strategically positioned for its being accessed</i>
Result 1: Project current status/trend report compiled and shared				
Baseline: None Target: Baseline report with clear current benchmarks for Majengo			Baseline survey report in place	<i>Powerful tool determine project results</i>
	<u>Performance</u>		18/20	
Result 2: Project people oriented on human rights, gender equality and equity in the pilot phase				
Baseline: 36% of Community members had little knowledge on human rights and gender issues and 3% aware of human rights issues Target: 1) 315 people 2) 3 gender committees institutionalized in the hamlets ofMajengo			259 people oriented through training; a) 223 Women b) 36 men.	<i>The three gender committees were actively operating</i>
	<u>Performance</u>		19/20	
Result 3: 315 women and their partners trained in entrepreneurship skills development.				
Baseline: 32% men and 25% women in the community had formal business training and Entrepreneurship knowledge Target: 1) 315 people trained 2) Increased economic income for the women by 5% annually Increased ability to access social facilities like education/health by 5% for the trained families			363 individuals were trained a) 314 women b) 49 Men	<i>Flexibility in accommodating higher demand than targeted.</i>
	<u>Performance</u>		19/20	
Result 4: 315 women and their partners trained in HIV/AIDS prevention and Impact mitigation and sexual reproductive rights.				
Baseline: 60% did not attend VCT, 21% never heard of VCT Target: 1) Number of HIV/AIDS orphans supported by women groups increased by 4%. 2) Number of portable vegetable gardens established and complementing nutrients in the women families increased by 10% 3) Increased by 2% individuals who are seeking for will writing from the women groups			<ul style="list-style-type: none"> 259 trained 223 women and 36 men 315 Copies of reference manual shared 	<i>Farming season affected the slight decreased participation</i>
	<u>Performance</u>		17/20	
Result 5: 25 young women trained on leadership issues from Majengo ward at the end of the project pilot phase.				
Baseline: 60% aware of absence of young in decision making bodies, 16% did not see it as an issue; young women not participating in decision making 6% community members saw the need to integrate young women agenda in Ward meetings Target: 25 Female Youth		Conduct leadership training to 25 young women from Majengo ward	Activity differed	<i>Plan reviewed and resources strategically utilized to enhance quality learning for other trainings sessions.</i>
Result: 315 women entrepreneurs and their partners in Majengo ward trained on human rights and gender issues.				
Baseline: Target: 315 women entrepreneurs and their partners in Majengo		Women entrepreneurs and their partners in Majengo ward trained on human rights and gender issues.	<ul style="list-style-type: none"> 322 members trained 278 women and 44 men. 	
Result: Participatory implementation results monitoring and evaluation tools developed.				

³ Baseline was conducted in May 2011

Proposed indicator	Result	Baseline/Target	Planned for the Year 2012	Performance*	Remarks
	and insured for security purpose.			place - 5 radio sessions done - 2 magazine interviews done	<i>powerful tool for community transformation</i>
Expected Outcome					
	1) Increased business capital of entrepreneurs from 300,000tsh to 1,000,000tsh by 2013 2) An increased support from 30 to 100 people supported by entrepreneurs in both wards by 2013			At least 95% have reached and 65% passed target More than 120 needy people are supported Contributions extended to local Government development activities	<i>Good results sparked high demand for TUSONGE to facilitate and train more people in the very locality and go beyond Moshi Municipal</i>
		<u>Performance</u>		18/20	
Result 4: 150 beneficiaries from Msaranga and Majengo new groups trained and oriented on human rights, gender equality and equity issues which affect hamper their entrepreneurship initiatives. by 2013.					
	Baseline: Target: 150 people			144 people trained • 116 women • 28 men Training Manual developed and 145 copies shared	<i>Records, testimonies and practical application of skills gained, were demonstrated in beneficiaries' business projects.</i>
Expected Outcome					
	1) Increased number of women entrepreneurs demanding their rights from 20 to 90 by 2013 2) Cases of supporting People living with HIV/AIDS increased from 5 to 12 by 2013 in each ward Increased reporting of Gender Based Violence from 5 to 15 in Majengo and Msaranga wards by 2013			Increased number of people seeking legal support	<i>48 Beneficiaries sought for legal aid support; 8 were individuals suffered from GBV because of their HIV/AIDS status</i>
		<u>Performance</u>		19/20	
Result 5 : 363 beneficiaries from Majengo ward trained on how to effectively conduct lobby and advocacy processes which affect their entrepreneurship initiatives (<i>implementation begins July 2013</i>)					
Result 6: 150 from Msaranga and new groups from Majengo trained on the sexual, reproductive rights and acquired practical skills on means to prevent HIV/AIDS and its impact mitigation					
	Baseline: 55% had correct information about mother to child transmission of HIV. Impact association of HIV/AIDS: Death 97.6%; illness 92.1%. Attended/care of HIV/AIDS sick 8%. Target: 150 people			Visual training utilized through the adaption of certified tools on CDs and DVDs	<i>Good adaptation of training materials</i>
Expected Outcome					
	1) An increase of 5 to 15 people living with HIV/AIDS getting more access to ARVs 2) Increased number of target group accessing VCT services from 30 to 90 in the ward health centre by 2013 in each ward 3) Increased number of HIV/AIDS orphans supported from 10 to 30 in health and education by the women groups 4) 30 portable vegetable gardens developed by groups for nutritional subsidy in Msaranga and Majengo				<i>Direct and indirect beneficiaries testimonies revealed increase awareness, openness and support of the affected and most vulnerable members of the communities</i>
		<u>Performance</u>		17/20	
RESULT 7: 50 young women trained on leadership, voters and civic education issues from Majengo and Msaranga ward (<i>implementation planned for May-June 2013</i>)					
RESULT 8: Participatory Monitoring and evaluation skills trained to Msaranga team; Participatory monitoring and evaluation plan developed and pre tested for tracking changes in Msaranga ward.					

Proposed indicator	Result	Baseline/Target	Planned for the Year 2012	Performance*	Remarks
Baseline: None Target: 30 people: 10 from Msaranga and 20 from Majengo			Conduct PM&E training to support tracking of the implemented activities and track results	33 people trained	
Expected Outcome: 1) Systematic monitoring and evaluation plan for records tracking in place 2) Report of changes documented and areas adjusted in place by 2013 for project improvement				PM&E data collections happening	<i>Data collected systematically. Staff competence in data analysis and interpretation is required</i>
		<u>Performance</u>		17/20	
		<u>Over-all performance B</u>		18/20	

* Baseline was conducted in May 2011.

Evaluation ranking on a scale of 1 to 5, from poor to excellent

Analysis of findings

Gendered norms and gender role assumptions affect the unequal socialization and allocation of resources and labour. They affect the inequitable distribution of skills and opportunities among females and males and unequal gender relations in the family, economy and society. Ascribed gender roles impose traits of ‘masculinity’ that cast a heavy burden on men and passivity and subordination on women that tend to reinforce unequal gender relations. Additionally, it is important to understand gender dimensions are the interdependence between the “paid” economies and “unpaid” care economy. Unpaid caring services, which are provided directly to household members as well as the wider community, are vital to individual socialization and the reproduction and maintenance of human capabilities upon which economic life depends.⁴ It is women’s time that is mainly stretched between work in the unpaid care economy and paid economy and this affects the manner parents nurture boys and girls differently. Below are among the gender dimensions experienced in the communities under this study:

- cultural discrimination of girls against boys manifested in some parents’ reluctance to further girls’ education;
- girl children labouring in assisting mothers in their socially prescribed roles;
- boys accorded more opportunities than girls (education, food & nutrition, recreational time and facilities);
- Women and girls not given family property.
- Patriarchal culture and traditions, perpetuating unequal power relations between males and females.
- The socialization process making women believe they are inferior, weaker and less deserving and intelligent than men.
- Multiple roles of females, their lack of freedom in decision making at household and community levels limiting their career advancement, effective leadership and economic participation. Females have low access to credit facilities due to lack of collateral and poor saving ability or culture and lack of access to and control over productive resources,

⁴ ILO. 2008. Women, gender and the informal economy: An assessment of ILO research and suggested ways forward.

including land. Given the females' multiple roles and responsibilities, few access relevant information on credit facilities and extension services such as training.

Cultural factors and kinship systems subordinate women and worsen their economic dependency and vulnerability.

Gender equality is the sharing of power between male and female members of a community/society in regard to their awareness, access to and control over factors of production and services. Female empowerment is the process of getting access, owning and controlling factors of production, involvement in decision making, participation in community activities, and controlling their immediate environment. TUSONGE is matching towards enabling gender equality and equity through women's social economic empowerment.

Based on the indicators shown in the performance matrix above, the project made notable achievements as measured by the baselines and targets indicated in the project plan as follows:

Result 1: Project current status/trend report compiled and shared

Regarding the organizational physical set-up is impressive. Office premise is strategically placed for easy accessibility by target groups and other partners. It is well equipped with IT facilities, photocopier and well appointed furniture.

Competence and knowledge management

TUSONGE is able to utilise the important competence available in their internal (Board, Staff) and external stakeholders (Community and Group leaders, Government leaders, CSOs and individuals). The leadership is competent, a visionary, strategic and have the desired passion to enable stakeholders do great work. The three Programme Management staff have sufficient competence for management of the current programme. Strategically the leadership recruits volunteers. At the time of this evaluation one volunteer at the level of Programme Assistant with good data processing skills was engaged on administrative and secretarial work. With the envisaged organizational growth and programme expansion; additional Staff specifically for monitoring and evaluation position, assistant in accountant and human resource manager roles would be necessary. Consequently Staff will have time for systematic learning and competence building to manage growth both institutional and programme.

Referring to the growth path figure below, TUSONGE is positioned at young age, operating as a family, creative and with strong leadership. Looking five to ten years down the line, TUSONGE is well equipped with Policies and guidelines necessary to guide and manage the organizational growth. Among the policies and implementation mechanisms are: Financial and accounting manual, Procurement, Gender, HIV/AIDS and Human Resource management. Draft Endowment Fund Policy is also in place for further improvement. Linked with focused capacity building of the secretariat and members, the organization is well equipped for a long term programme (3-5yrs) rather than yearly project interventions. Putting in place Information Management System is necessary to guide documentation and reporting, networking, structured consultations and public dialogue fora.



Young and small organisations like TUSONGE have a danger of being stuck in their way of doing things especially when one is attending to and addressing the welfare needs of its target communities. Procedures and routines continue as there is little time to devote to organisational development and change. During the roundtable discussions with TUSONGE Board, members expressed the potential danger of the organization to remain addressing the overwhelming demands from the communities, which were inspired by its programme effectiveness. The Board therefore directed the leadership to chart out a direction the organization takes in the next three to five years in an innovative way and put in place concrete mechanisms to manage change.

From project to programme

TUSONGE has great potential to work more explicitly on a rights-based approach as a multi-strategy to influence change in Moshi urban and rural communities. There is transformative power of a rights-based approach as it already shows in the project results that will be shared later in this report. A programmatic strategy for further strengthening the capacities of community members particularly women and girls and poor males is indispensable. Offshoot Associations like MTAWAMO would require strategic mentoring from TUSONGE for their continuing mobilizing and nurturing economic groups in the respective communities for communities' social-economic transformation and change in peoples' lives. Consequently the associations at community level can be mobilized by TUSONGE gearing to influence change at National levels through lobby and advocating for policy change and pressure for government accountability for quality social services delivery.

On the above score, TUSONGE has built a fairly good base for lobbying and advocacy at local levels. Through participatory methods, the organization worked in close collaboration with likeminded organisations and the Local Government Authority on issues and projects of Regional and national interest for example: commemorating sixteen days of activism; engagement in Constitution formulation process, celebrating women and Cross-Cutting issues of International and

National significance. Already some CSOs in the Municipality have a Memorandum of Understanding (MoU) 2012, guiding the manner with which they work together and relate to each other.

Rights-based approach, collaborative activities implementations, National and Local Government and CSOs linkages are strong components for long-term programme formulation, and potentially useful for TUSONGE organizational growth.

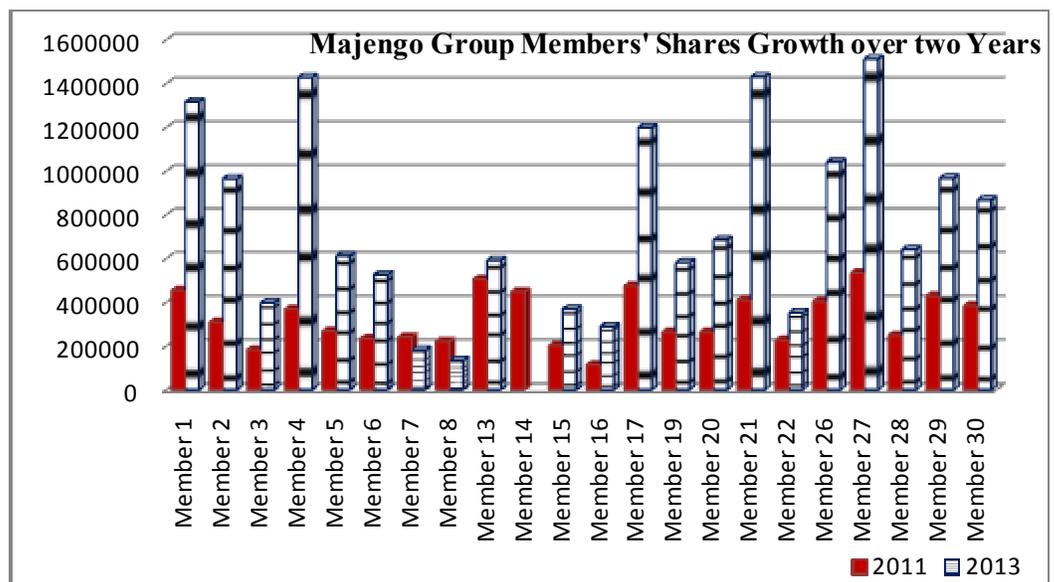
Result 2: 150 women increased entrepreneur skills through training

In Tanzania, most of the growth in manufacturing comes from small and medium sized enterprises. SMEs produce 54% of the country's industrial output. This sector also provides employment for 12% of the rural and 34% of the urban labour force and estimated to contribute 30-35% of the gross domestic product. Informal micro enterprises are increasing by 2.4% per year, particularly in urban areas (URT 2003). Constraints affecting the development of SMEs and micro enterprises are mainly inadequate financial system and a fragmented business community. Too small size businesses replicating selling similar commodities and providing similar services e.g. food processing. Tanzanian women have a long established role in food processing, but their potential for advancement in production and sales is impeded by technical and entrepreneurial constraints. Their enterprises seldom grow beyond the level of family ventures.

Before TUSONGE entrepreneurship training and establishment of VICOBA, people especially women were scared to take loans from credit societies like BRACK, FINCA ... Their interest rates range from 30% - 40% of the loan value. They impound your property when you fail to pay on time (Msaranga VICOBA Member 2013).

From the baseline study, some women at local community levels did have an idea about the business that they wanted to start and/or expand, but very few appreciated what constitutes a viable enterprise and/or get it to grow or diversify. TUSONGE women entrepreneurship training influenced many business ideas to materialize through working in groups of Village Community Banks (VICOBA).

Strategically TUSONGE approached the village leaders in the target communities for awareness creation on the opportunity for women on the entrepreneurship training. There was long list of subscribers for the trainings and because of the limited funds; the management had to



use strict criteria to trim down the list to fit the budget. TUSONGE equipped group members with entrepreneurship skills, knowledge on the meaning and importance of a VICOBA group, meaning and importance of VICOBA group leadership, rules and regulations, conflict resolution skills, saving and credit operations guidelines, human rights and HIV/AIDS and gender as cross cutting issues. Participatory methods of training oriented people to decide by themselves who should join each other to make a VICOBA group of 30 members. Rules and regulations to guide the VICOBA were collectively agreed upon. Groups selected their own leaders and decided on their own share values which was Tshs 1,000 in the first year and increased to Tshs 2,000 in second year. They decided themselves when and where to meet for their weekly bank operations, mainly share purchase and social protection contributions and address of group dynamics affecting them. Members take loans equivalent to three times their savings on 10% interest to support already identified relevant and realistic projects.

Through interactive discussions with the community group members, there was clear sense of empowerment and sense of ownership in them. This is well associated with the good approach in the project implementation. VICOBA has built foundation for capital, projects ownership and empowerment of the direct beneficiaries. Witnessing Rauya group celebrates their annual cycle of events; members had glowing pride of the individual and collective achievements. They appreciated the many opportunities in their midst mainly business opportunities, but challenged with meagre loans they can secure through their savings.

Rauya and all other groups visited, expressed desire for bigger loans to scale-up and/or diversify their business. This has not been possible because of small savings attributed to their small business income. Appeal was consistently made to TUSONGE for seed money to boost their capital.

Group Strengths and Success Stories:

As a result of the training and through groups' interaction, women and the few men used their own resources and experiences to generate and explore prospective business ideas for a real business development. The above figure depicts one of the VICOBA in Majengo that has registered exemplary growth in shares and savings out of their individual businesses. Over the two years project period; 11 groups in Majengo/Miembeni and 3 in Msaranga were formed. Through intensive training, groups are voluntarily formed by target village members. Possibility for the VICOBA sustainability is big because:

- Is fully owned by the target communities. The management costs are all taken care of by group members alone on voluntary basis.
- Is a scheme that can easily be accessed by all the poor at the grassroots. Unlike SACCOS in which some of those below poverty line fails to qualify as share holders. In VICOBA it is different because share values are planned by group members themselves.
- The scheme is used to address other social challenges such as physical handicap, diseases, stigma, bereavement and environmental issues.

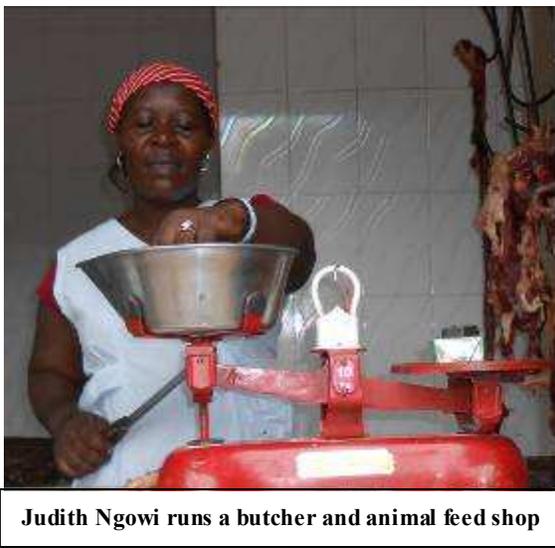
During discussions Group members revealed the following achievements:

- a. That they able to pay children's school fees paid and other necessities
- b. Improved their household infrastructure
- c. Home nutrition improved
- d. Business expanded and savings increased

As a Group:

- a. VICOBA share capital growing steadily
- b. Social welfare fund instil community cohesion and benefiting disadvantaged people. Support extended to most vulnerable members of community, among them orphans, PLHA and physically challenged.
- c. Enhanced group and community members interaction and care for one others welfare. Their motto was “buy from group member first”.

Most owners of the businesses that were visited, had as their first priority to meet customer desires. Therefore, were mindful of what they sell that would attract and satisfy customers, at the same time make profit and meeting their financial targets. Having that as their business model; all without exception were consistent in keeping their books of accounts. They relatively had quality standards and conduct; support one another and actively engage in community affairs and care of the needy. Mr. Dominic Njau moved business location to better environment and where it would attract more customers. Consequently businesses thrived; resulting into high demand for TUSONGE to facilitate formation and train new groups and provide further capacity on current beneficiaries as well as reaching out to girls and boys (Youth) as a special group.



Judith Ngowi runs a butcher and animal feed shop

Running butchery and masonry work are traditionally males' work. TUSONGE project demystify stereotypes as some women were happily and profitably engaged in what was seen as males' speciality.

Ms. Ngowi, ran a butchery and animal feed shop both close by. She would run from one shop to another to attend customers and occasionally a neighbour who is also member of her group would attend a customer at the animal feed when necessary.

TUSONGE adopted VICOBA intervention model based on its suitability and effectiveness in catalyzing developmental initiatives through efficient operation of savings & credit services together with appropriate Income Generating Activities (IGA). “Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime” (*Proverb*).

VICOBA has proved to be the most effective lending model in urban and rural areas in Tanzania and other African countries.

The effectiveness of TUSONGE project through VICOBA scheme was noted in the spirit of self-help initiatives among the group members, groups local resources mobilization, ownership and shared leadership, high level of transparency and effective information sharing and promotion of voluntary accountability among the group members and enhanced good governance. At individual level the project:

- Instilled saving culture
- Expanded and diversified business activities and increased capital and profits
- Individual and collective ownership of results
- Swift access of loans and diligent pay back.
- Family welfare improved
- Culture of care for the sick, physically challenged vulnerable enhanced
- Reduced GBV and enhanced communication and share roles and responsibilities between spouses among community members

In the past two years, many needy people frequently line-up on my doorstep for help of all kinds. The number gradually decreased and now seldom and very few people come for help.
(Majengo Community Member)

and
and

Another community member who is pastor testified over reduced cases of matrimonial conflicts that were brought before him for mediation. This was associated with community members’ economic empowerment and understanding and managing the existing gender related conflicts/dynamics.



Mama Halima Mvumo an entrepreneur; selling used shoes, a Volunteer Counsellor and a community theatre performer. She does Bank transactions in payment of goods from a merchant in Dar es Salaam and provide receipt to customers. Like all trained entrepreneurs that were visited, Halima keeps daily book of sales and expenditure and a consolidate ledger of accounts on weekly basis. Her VICOBA share values have tripled since 2011.

Right are, some of beneficiaries of Majengo community VICOBA social fund. In their midst is the interim MTAWAMO Chairperson and guardians. The young Omari is handicapped from birth with no limbs and one arm. His father fled and the mother is struggling to along to maintain him and other siblings. The other school children are orphans in custody of well wishers as well as HIV affected adults whom were rescued by community groups when they were in verge of death.



Paradigm Shift:

As emergent aid paradigm is moving away from the previous model in which government and civil society were viewed as primary actors in achieving development as a right of citizens, so is TUSONGE exhibiting changing Civil Society Organisation, to one in which project results are economically empowered individuals who can access and use resources around them and lift themselves out of poverty.

Tanzania is a land of opportunity with the potential for rapid economic development. Moreover, as the majority of farmers are poor and growth is slower in agriculture than in other sectors, agricultural transformation has lead to the reduction of poverty as more than 80% of the population depends on it. Achieving economic development through agricultural growth is presented as relatively straightforward. Land is underutilised and irrigation potential is untapped. It is for this reason TUSONGE is urged to focus her next project in rural community where she can capture farmers while consolidating the urban.

Forward looking:

- In order for TUSONGE to thoroughly adopt VICOBA training methodologies and for cost effectiveness; all programme and support staff, and selected potential trainers and facilitators from the current direct beneficiaries have to attend a Training-of-Trainers session and field training sessions for induction process.
- Consider systems for improving collaboration, collective engagements and learning that will engage the public at large. For example having voluntary community public talk and discussions on social and development issues. This can be done one afternoon on selected day of every month; e.g. every Wednesday of end of the week of a month from 3 to 6pm. Association like MTAWAMO would be responsible for organizing and coordinating facilitators of discussions, while engaging TUSONGE and other likeminded organizations as a resource.
- Introduce the project in Moshi Rural community preferably Siha because baseline information is done and report is in place.

Result 3: A network/association of entrepreneurs in Majengo established and legally registered

MTAWAMO is an "entrepreneurial network" of 9 VICOBA of Majengo/Miembeni. The Networks main objective is increasing the effectiveness of the members' business activities. It is registered under the local government by-laws and is in the process of democratically elect the leadership and install a management team; develop operating systems and rules and regulations. In the process of its registration, MTAWAMO received good support from the Department of the Ministry of Community Development Gender and Children (MCDGC) Ministry in Moshi Municipality. Governments' good will and support indicates her acknowledgement and appreciation of TUSONGE effective intervention in the community.

The Network was established at opportune time because members have financial means and investment/business experience. By bringing the VICOBA together, is an efficient way for entrepreneurs to raise capital. MTAWAMO leverage against individual VICOBA in raising capital through shares, receive grants or loan to invest and/or to eventually lend to VICOBA's for their bigger sum lending to individual members.

Observed MTAWAMO potentials as:

- Oversee growth of the operating groups and facilitate establishment of new ones including business mentoring/coaching, coordinating welfare support interventions and conflict resolutions.
 - Examining value chains of activities of the groups and group members along which products pass and gain economic value.
 - Create chains of collaborative activities of private and social sector partners along which products pass and gain economic and social value. More value than any one actor could have created alone
 - Formulate diverse perspectives to develop business solutions and scale-up to be successful in the current and future markets

MTAWAMO Capacity need:

- Put in place strong and insightful leadership, with passion for community development
- Establish structures and systems for participatory leadership, management and guidance of groups and organizational growth.

Participatory methods have proved to help the project implemented efficiently enabling beneficiaries to take leadership and ownership, hence the success stories. It also enabled identification of new needy group members and needy people to reach-out for welfare support. It helped group members' explore and seize economic and social opportunities in their midst. Members exhibited shared values that are necessary for group cohesion and sustainability.

It took 2 years for LGA to register a SACCOS with 50 members and 2-years for TUSONGE to register and run 9 VICOBA in Majengo ward with 270 members and a Network MTAWAMO (TUSONGE Board Member)

Result 4: 150 beneficiaries from Msaranga and Majengo new groups trained and oriented on human rights, gender equality and equity issues which affect hamper their entrepreneurship initiatives -by 2013 and,

Result 6: 150 from Msaranga and new groups from Majengo trained on the sexual, reproductive rights and acquired practical skills on means to prevent HIV/AIDS and its impact mitigation

Most HIV prevention programs have focused on access to information and health care services. Majority women, in Tanzania, choices about health are limited by the other constraints available to them, in terms of gender relations, economic survival and unequal access to information and services.

TUSONGEs' multi-sector approach in addressing the economic and social needs of the target communities, helped in dealing with of the underlying drivers of HIV risk which are mainly poverty. These multi-component training and capacity building have the potential to help women and girls gain more decision-making power in their lives and instil greater optimism for the future as:

- Members particularly females' understanding of their basic rights including right to own land and other property, inherit and leave property on personal will.
- Better communication between spouses in sharing of domestic roles and responsibilities
- Have access to services that meet their health needs including sexual and reproductive health needs
- Encouraged openness on individuals' health, economic and social status and reduced stigma and discrimination.

RESULT 8: Participatory Monitoring and evaluation skills trained to Msaranga team; Participatory monitoring and evaluation plan developed and pre tested for tracking changes in Msaranga ward.

Monitoring is the systematic and routine collection of information from projects and programmes for four main purposes. It refers to the regular collection and analysis of data on specific indicators to assist timely decision making, ensure accountability and provide the basis for learning. It is a continuing function that provides management and other stakeholders with valuable feedback on what is working, what isn't and why, and early indications of progress and achievement of objectives.

For most organizations, a central reason for engaging in any type of community development evaluation is to strengthen both the organization itself and the community it serves.

TUSONGE used trained community enumerators to capture progress data and information. Two matrixes were used for the monitoring purpose. One matrix was used for the purpose of data collection from the field and the second one was used to support the analysis based on the baseline reports as benchmarks for the change. On review of the tools and the raw data collected, there is need for a professional M & E who could combine the work of Human Resource management. The same will support the organization in capacity building of all programme officer and VICOBA leadership on M & E issues. TUSONGE has to develop relevant tools and do the data processing and analysis:

- To learn from experiences to improve practices and activities in the future;
- To have internal and external accountability of the resources used and the results obtained;
- To take informed decisions on the future of the initiative;
- To promote empowerment of beneficiaries of the initiative.

For lack of M & E expertise TUSONGE data collected through monitoring progress, missed the analysis part for informed decision making. Tools have to be designed to capture data for specific purpose as expressed above. Future monitoring tools to also focus on the measurement of the following aspects of an intervention:

- quantity and quality of the implemented activities
- processes inherent to a project or programme
- processes external to an intervention

3.5 *Efficiency of programme management*

Evaluation of efficiency links outputs to resources (human, material and financial) and assessing whether this occurred as economically as possible. This is critical for scaling up promising intervention or programmes, and can help identify whether scaling up requires only adding resources in a predictable fashion or whether the intervention or programme itself may need to be redesigned.

3.5.1 *Human and Financial Resources*

Table below presents estimates of efficiency of human and financial resource utilization, based on analysis of budget and expenditure on staff.

Table 4: TUSONGE Resources Efficiency Analysis 2011-2013

	2011	2012	2013
1. Total Organization Budget (TShs)	78,615,859	99,766,000	85,318,800
2. Total Organization Expenditure (TShs)	79,905,215	97,715,900	
3. Staff costs (TShs)	16,888,800	36,125,400	
4. Number of staff	4	6	6
5. Total Expenditure per staff	4,222,200	6,020,900	
6. Percentage of Staff/administrative cost	21%	38%	
7. Implementation rate **	93%	96%	

** Implementation rate is the proportion of allocated funds actually spent during a defined period of programme implementation.

Table 3 indicates the organizations' good resource utilization as per plan and budget. The percent spent on staff and administration is no indication of the quality of work done by the organization; rather, is considered point of reference over programme efficiency on future wider outreach and scale-up.

TUSONGE has stable organizational structure and systems which helps to ensure accountability. Have true and fair track record in terms of outputs and the financial side of its operation. During the cause of 2011 financial audits, the Auditors (Mach Richards & Associates) in their Management Letter noted the need for the organization to maintain proper Fixed Asset Register as record for movement of each asset. Secondly they noted that the documents of original entry, specifically the Payment Vouchers, were not pre-numbered. The Auditors also noted that this was an oversight since the entity was just beginning. They commended the management for strictly abiding to the terms of the Agreement of Cooperation as far as financial management and operations were concerned, coupled with proper and clear documentation of activities and properly filing system.

In the 2012 Auditors' Management Letter reported Fixed Asset Register was established, in use and regularly up-dated and all non-assets of the organization were properly recorded therein. Accounting documents were also pre-numbered and were in triplicate. They further noted that all the required supporting documents were genuine and available for audits. Timely transaction accounting was verified by Auditors during their several surprise visits to the offices of TUSONGE. They also commended the management for keeping good track of the usage of funds and completed the accounting process and submit the draft Financial Report and Statements on record time.

Through the Finance Committee, Board and the Executive Director took-up responsibility for to ensure standards for accountability and consciousness regarding the organization's assets and responsibilities were adhered to as part of internal control accounting system.

The organization has high resource capacity utilization given the implementation rate and that there is room for increased activities and resources for the current human resource.

3.5.2 *Efficiency in programme delivery*

TUSONGE project as congruent with the BftW guidelines and procedures developed to advance gender justice through economic, legal, and political empowerment of women. Through TUSONGE management has also had good consultative links with Development Support Network (DESUNE) in Tanzania that assumes some of BftW administrative functions including assessing proposal and reports and monitoring implementation at field level and provide advice to both BftW and implementing partner.

Having baseline in place was good practice. Outputs and outcomes of the intervention were fairly captured. The impact of each project result though depends on local circumstances which are outside TUSONGE control and time as a factor of development; and though impact cannot be aggregated; by use of multiple instruments in future assessment, may attribute specific economic impact and social-political changes to TUSONGE programme. This is because empowerment, confidence and change out of lobbying efforts demand time to adequately capture impact of the project.

3.6 Collaboration Linkages and synergies

TUSONGE has good working relationship and networking with other NGOs and Local Government bodies.

At international level and the capacity of the Executive Director (ED); the organization is linked with Equitas Canada, an organization facilitating development of training skills of Trainers, on Human rights and Gender through participatory learning approach. TUSONGE ED was one of the facilitators in their 2012 Programme in Montreal Canada. JURK /FOKUS Norway have retained the ED to support in skills development of the implementation partners in Tanzania.

Regionally, through the East African Human right Programme (EAHRP), TUSONGE was a coordinator for 2013 training and facilitator in 2010 as well as 2013 held in Nairobi and Arusha respectively. TUSONGE through the representation of the ED is a board Chair of the East African Support Unit for NGOs-EASUN.

Nationally TUSONGE is a member of Feminist Activists Coalition of national gender and human rights organizations and networks among them the Tanzania Gender Networking Programme (TGNP).

At local level in Kilimanjaro, TUSONGE links with the following:

- 1) Local Government Authority - supporters of TUSONGE work in local communities. They offer TUSONGE free training venues, registration of MTAWAMO, local government leaders and officers commit time to talk with target project beneficiaries on issues relevant to governance.
- 2) KWIECO - Horizontal sharing on issues related to women rights and Constitutional affairs
- 3) AJISO - Strategic partner who handle TUSONGE clients with legal challenges emanating from project interventions as well as matrimonial and community relations.
- 4) KIWAKKUKI - Capacity building on HIV/AIDS issues/TUSONGE contribute on Planning process for KIWAKKUKI
- 5) White Orange - Youth issues and HIV/AIDS sharing at Majengo ward
- 6) Mkombozi - Capacity exchange -Economic strategies sharing for families with children who are living in difficult
- 7) FBO-Pentecostal church – Partner in community development by offering TUSONGE free training venue in Msaranga

NGO/CBOs coalition and networking in activities implementations recognizes community as a unit of identity in this case Kilimanjaro and Moshi Municipality is the community in focus. Though the evaluation did not go deep into exploring outcomes of coalition activities; experience shows, the collective use of strengths and resources utilized within

coalition members and the community, the results are not multiple but exponential to the number of parties involved. Working in coalition facilitates collaborative partnerships in all phases from planning to celebrating results; integrates knowledge and action for mutual benefit of all partners as it builds on the diverse expertise, promotes a co-learning and empowering process that attends to social inequalities through the iterative process. It also facilitates broader dissemination of findings and utilization of knowledge gained by all parties in their respective structures and targets. These are indirect quality outcomes of the support rendered to an organization as TUSONGE.

3.7 Working with the Media

Media plays a significant role in shaping public perception on a variety of fundamental issues. In some cases, the information communicated helps society make informed decisions regarding their social-economic advancement. It is, therefore, crucial for purposeful partnerships to be forged between the media and non-governmental organisations (NGOs), in order to ensure that large segments of society are informed about developments happening around them through media channels such as print, community radio stations and community newspapers. For this to be meaningful and effective, the information communicated should be in a language understood by the target market (<http://www.afesis.org.za/>). TUSONGE works closely with the local media and powerful testimonies/success stories from direct beneficiaries are shared through print and electronic media. In so doing, demands from far reach communities are mounting upon TUSONGE services. The website www.tusonge.org as a medium of communication is impressive and up-to-date. It clearly tells about the organizations' vision and mission and activities. Provide full contact address and encourages volunteer staff engagement from Tanzania and beyond; donations to the project and diverse social interventions and one can sign-up and receive periodic news through Newsletter. It is a powerful tool to market her project results.

4. Lessons learned

- Strategies and participatory interventions pitched at entry points that touch peoples' daily and life-long prospects are valuable avenues for effective reach of targeted populations for desired changes.
- Listening to youth is important to understanding how to deal with the threat of economic hardship and HIV to youth. Sizable number of youth who were not beneficiaries of the project, claimed to have been sidelined in a number of development interventions. They felt vulnerable and challenged for lack of appropriate skills to survive in job market.
- Ownership of the project and of the VICOPA through participatory approaches in the design, implementation, and evaluation of the project will contribute to up-scaling and longer term sustainability.

- Involving government officials in project activities specifically trainings and capacity building sessions, can be an excellent way of direct sharing of information and publicizing project issues and key community needs and policy issues, and to promote the work of TUSONGE.
- One of the many benefits of partnering/ engaging governmental agencies is that, they can help facilitate and reduce the cost of implementation by availing free training/meeting venues e.g. Primary schools buildings and college premises.
- While targeted interventions are necessary to have an impact, ignoring people's felt needs is unlikely to lead to success. The flexibility shown by TUSONGE and BftW to call off the leadership training in order for the respective budget to provide beverages during other training sessions, gained credibility and support for the project.
- Training and awareness raising is the best way of helping men and women understand of gender dynamics and their relationship with GBV and HIV/AIDS
- Men who are in the process of transformation will trust fellow men to discuss issues like gender equality and equity, GBV and HIV/AIDS. Therefore it is easier for men to work with men hence the need for TUSONGE increase number of males in her interventions.
- Participatory and animation methodology used by TUSONGE; particularly through asking questions, allowed people to reflect on the topic and through interactive discussions enabled immense learning, self reflection and appraisal for change.

5. Recommendations

Empowering and changing people's attitudes and practices on economic and gender issues is a process and at times a very long process, it is necessary to transform projects to programs, to operate for sufficient time to create desirable and sustainable change. The following are some specific recommendations:

- The focus of the next TUSONGE program should do a capacity needs assessment of its internal and external stakeholders and tailor trainings relevant to capacity gaps and needs of diverse target groups.
- Promotion of male and youth involvement was not conspicuous in the program. Given the patriarchal nature of our society, there is need to engage more males in gender and human rights training sessions.
- Negotiate the space and mechanisms to attain a wide public dialogue within target communities geared to enhancing public knowledge and skills on development issues

- Facilitate the ability of youth particularly girls to negotiating safe sex, harness their energies in enhancing HIV prevention and responsible parenthood among young people. Facilitate the youth take conspicuous leadership on this initiative to the greatest extent possible.
- Enhance the capacity of the secretariat to efficiently track program results at communities. This entails having relevant tools and expertise in M&E.
- The emerging demands from the communities calls for expanded programme and a strategic fundraising skills and approach
- Need to map out and be clear with who the strategic partners are and how to work in collaboration with. Create a mutual accountability to concrete results and not just relate through attending meetings or occasionally join in project activities.
- Sharpen tools for entry into and exist from community intervention and assume a different role e.g. mentor or mutual partner in the development efforts.
- TUSONGE is growing and so internal systems must enable checks and balances for accountability purposes. Professional computerized accounting package will be useful to segregate accounts of different donors at same time provide a consolidated picture of the organization resource capacity.
- The overwhelming demand for trainings in the communities require an alternative use of training methods like CD/DVD and interactive discussions, role plays, simulation discussions and talent shows, share case studies etc. Here is need for the organizations' owned transport facility. Public address system and video show equipment for targeted and public training and talks.

Sample Future Levels of Intervention.

Level of Intervention	Institutional and Community Development	Training and Capacity Building	Strategic Mentoring and Coaching
TUSONGE	<ul style="list-style-type: none"> ○ Development of 5 years strategic plan <ul style="list-style-type: none"> - Provide picture of TUSONGE growth and sustenance. ○ Acquire a car for mobile training and awareness raising and accompanied facilities e.g. video projectors and screen, generator, professional camera and video shooting facility. ○ Scale up women empowerment through boosting VICOBA funds for micro-projects. ○ Develop a fund raising strategy, diversify sourcing funds from private and public sectors and from diverse external partners ○ Install relevant accounting package and systems for accountability. 	<ul style="list-style-type: none"> ● Enhance capacity of village level leaders to provide effective leadership in matters of land ownership and specifically target women and youth Groups ● Enhance the ability of Communities to hold their leaders to account to gender and human right issues. ● M & E and Fundraising skills developed 	<ul style="list-style-type: none"> ○ Produce and disseminate information that builds on empowering women, enhance gender equality and males /youth involvement ○ Notice and share good and successful practices and profile role models ○ Support in identifying and describing the poor and the vulnerable groups, their key problems and limitations
Majengo and Msaranga Direct Groups Beneficiaries	<ul style="list-style-type: none"> ○ Chart out strategic entry, exit from community development interventions and forging mutual support relationship 	<ul style="list-style-type: none"> ○ Identify capacity and develop competency through Training of Trainer (Facilitation and Leadership skills) 	<ul style="list-style-type: none"> ○ Engage potential trainers and facilitators as apprentices during training sessions.
Majengo, Msaranga and Rural areas Indirect Groups Beneficiaries and New Groups	<ul style="list-style-type: none"> ○ Prepare women, youth and few men for business creation; ○ 	<ul style="list-style-type: none"> ○ Formulate a graduated training programme to cater for different levels of target community members and groups. E.g. leaders and opinion makers; infant and advanced business owners and Youth (girls and boys) specific. 	<ul style="list-style-type: none"> ○

Level of Intervention	Institutional and Community Development	Training and Capacity Building	Strategic Mentoring and Coaching
MTAWAMO	<ul style="list-style-type: none"> ○ Provide guidance in her endeavour to install leadership, and develop policy instruments and guidelines for coordinating mentoring and groups ○ Support them during the launch of the Association ○ Support them develop strategies for consolidation and growth. 	<ul style="list-style-type: none"> ○ Engage new leadership in relevant training programmes to enhance their leadership and management and organizational development skills. 	<ul style="list-style-type: none"> ○
Youth (Female and Males)	<ul style="list-style-type: none"> ○ Identify and keep record of vulnerable youth in the community ○ Integrate youth in community activities 	<ul style="list-style-type: none"> ○ Provide life general life skills ○ Provide civic and leadership skills 	<ul style="list-style-type: none"> ○ Pair youth with adult members of groups
Local Government Structures and Systems	<ul style="list-style-type: none"> ○ Enhance linkages with LGA and capture opportunities to access funds for community activities 	<ul style="list-style-type: none"> ○ Engage community development officers as resource in relevant sessions, to talk to target audience 	<ul style="list-style-type: none"> ○ Strategically share programme plans and implementation results with community development officers.
National Issues	<ul style="list-style-type: none"> ○ Integrate lobbying and advocacy activities on pertinent issues affecting communities that require policy attention. 	<ul style="list-style-type: none"> ○ Identify females with capacity and desire to vie for political seats and build their leadership skills. 	<ul style="list-style-type: none"> ○ Do continuous coaching and support females during nomination and election processes
Likeminded NGO and CBOs	<ul style="list-style-type: none"> ○ Promote complementarities through collective activities implementation, mutual support programme support, Networking and Linkages and Information sharing ○ Develop collective advocacy and communication strategy 	<ul style="list-style-type: none"> ○ Utilize resource persons and facilitators from CSO coalition members and from target communities ○ 	

Annexes

Annexure 1: TUSONGE Staff Appraisal Tool

(Handwritten initials and number 82)

TUSONGE COMMUNITY DEVELOPMENT ORGANIZATION
Staff performance appraisal form template
January to December 2012

org: <u>TUSONGE CDO</u>	location/based at: <u>MAFUTA STREET - MUSHI</u>	
name: <u>HUMPHREY LEMA</u>	position: <u>ACCOUNTANT</u>	Date commenced the job: <u>09/01/2012</u>

year or period covered: <u>TEN MONTHS</u>	time in present position: <u>TEN MONTHS</u>	length of service: <u>TEN MONTHS</u>
appraisal date & time: <u>09/11/2012</u>	appraisal venue: <u>TUSONGE OFFICE</u>	appraiser: <u>MD</u>

A1 State your understanding of your main duties and responsibilities:

I fully understand my main duties and responsibility as written on my employment contract.

Part A Appraiser to complete before the interview and return to the appraiser by (date) 09/11/2012

A2 Discussion points:

1. Has the past year been good/bad/satisfactory or otherwise for you, and why?
The past year (2012) was a good year for me as I joined the charming Tusonge family.
2. What do you consider to be your most important achievements of the past year?
Employed by Tusonge.
3. What do you like and dislike about working for this organisation?
*- I like interacting with Tusonge's beneficiaries and other different people from all over the world.
- Congested office*
4. What elements of your job do you find most difficult?
Preparing trial balance
5. What elements of your job interest you the most, and least?
*The most interesting elements of my job is preparing payroll
The least interesting element is preparing trial balance.*

Annexure 2: List of selected documents

1. URT 2011-12 HIV/AIDS and Malaria Indicator Survey
2. URT 2012 Tanzania Census
3. URT 2006 Tanzania Labour Force Survey
4. TUSONGE 2011: Majengo Baseline Survey Report
5. TUSONGE 2012: Msaranga Baseline Survey Report
6. TUSONGE 2011; 2012-13: Programme Proposals
7. TUSONGE 2011: Programme Implementation Report
8. TUSONGE 2012: Programme Implementation Report
9. 2012 TUSONGE Partners Visit Report

Annexure3: Terms of Reference for an Evaluation

**Pilot Phase and Phase One of the
Advancing Leadership and Economic Empowerment of Women's
Entrepreneurs in Moshi Municipality Programme**

Funded By:
Bread for the World

Project Period and Number:

Pilot project: Jan-December 2011 B-TZA -1011-0007

Phase 1: Jan 2012- Dec 2013 Project Number B-TZA-1111-0005

Project areas:

**Moshi Municipality Districts in Majengo ward and its respective six hamlets,
Msaranga ward and three hamlets**

Commissioned By:

TUSONGE COMMUNITY DEVELOPMENT ORGANIZATION

Background

TUSONGE community Development Organization is an NGO based in Kilimanjaro region. It started her work in 2011 in Moshi Municipality Districts in Majengo ward and its respective six hamlets. The main focus of the organization is to promote women's economic participation and rights, promote and encourage the use of participatory community development strategies which directly enhance an effective use of the local available resources for sustainability purpose.

2011 TUSONGE received her first financial support from Bread for the World German on a pilot project which was implemented in Majengo ward during the period January –December 2011 with the title *Advancing Leadership and Economic Empowerment of Women's Entrepreneurs through Capacity Building in Moshi Municipality*. This project covers Majengo ward as stated above and a total number of 9 groups of women were mobilized by TUSONGE to support them enhance their Economic power and rights.

Through internal appraisal and follow up the same project got an extension of financial support for another 2 years from January 2012 to December 2013 from the same development partner, Bread for the world Germany. The extended support up to 2013 opened up the support to another ward which is neighboring Majengo known as Msaranga and three hamlets are currently supported with an additional of other three groups. The same initiatives for 2012 in Majengo additional of other two groups were mobilized and supported to realize their economic rights. In Total the project now have in place from 2011 to 2013 a total number of 14 women groups who have increased their small business /entrepreneurship skills, as well as knowledge on economic and other basic rights, HIV/AIDS as well as leadership.

TUSONGE believes strongly that ***"Economic empowerment of most marginalized women is a great step towards driving them out of poverty and a means to overcome social injustice which have haunted their well being for so long"*** Each group has 30 members living within the same community and know to each other but significantly doing small business to improve their individual and family as well as community livelihoods.

More specifically the project seeks to address unequal gender relations which affect women to realize their socio-cultural, economic and legal rights due to historical reasons and archaeological factors. The project intervention will also work on improving women's understanding of sexual and reproductive rights, develop micro enterprises leadership skills as well as practical capacity to prevent and mitigate effects of HIV/AIDS. Generally the overall goal was to improved livelihood, poverty eradication to marginalized individuals and communities through participatory processes of community economic development.

Specific Objectives and Indicators

Objective	Indicators
Establish project current status/trend and benchmarks for proper tracking during the implementation process at Msaranga ward.	Copy of the current baseline survey for this project is shared and accepted by all the stakeholders
Increased entrepreneur skills to 90 beneficiaries of Msaranga ward and 60 new people from Majengo ward mobilized in 3 and 2 groups respectively by end of 2013	Business records and business plans for 120 women entrepreneur groups , more systematic organized and analytical in understanding better the trend of their daily business
	Increased business working capital from 50,000 tsh to 500,000tsh by 2013 to 150 people from Majengo and Msaranga new groups
	Increased daily expenditure from tsh 5000 of trained individuals by 2013
	Increased ability to access number of basic social facilities like health and education of 20 trained families of individuals who participated in the project
Enhanced economic income and business confidence to 9 established groups in Majengo ward through a well established and registered network/association of the entrepreneurs by 2013	One an association of the entrepreneurs network registered.
	One joint project for the 9 entrepreneurs groups in place and insured for security purpose.
	Increased business capital of entrepreneurs from 300,000tsh to 1,000,000tsh by 2013
	An increased support from 30 to 100 people supported by entrepreneurs in both wards by 2013
Enhanced respect and promote human rights, gender equality and equity to Msaranga and new groups of Majengo by 2013.	An increase of women from 3 to 6 who will participate in decision making at Majengo and Msaranga ward council by 2013.
	20 women will indicate willingness and courage to constest for a leadership functions of women in Msaranga and Majengo wards by 2013
	Formation of 2 Gender committees a the ward and hamlet levels of Msaranga as which will be form part of the ward governance structures.
5. Increased lobby and advocacy skills for 363 – 9 groups trained entrepreneurs of Majengo ward on identifying some gap in the existing SME policy as a team and identify practical issues to start making dialogue with the ward leadership for better business support by 2013	1 issue articulated by the entrepreneurs from the SME policy analysis and plans for addressing it put in place
	1-2 bylaws set by the ward council in favor of entrepreneurs in Majengo ward by 2013
	5 local CSO meeting deliberations and identified strategies and roles played by members to influence support to entrepreneurship initiatives in Majengo by 2013

Improved understanding on practical means for HIV/AIDS prevention, impact mitigation and sexual reproductive rights to 90 beneficiaries of Msaranga ward and 60 new beneficiaries of Majengo ward by 2013	An increase of 5 to 15 people living with HIV/AIDS getting more access to ARVs and adherence increased from Msaranga and Majengo ward
	Increased number of target group accessing VCT services from 30 to 90 people who will access HIV/AIDS testing in the ward health center by 2013 in each ward
	Increase number of HIV/AIDS orphans supported from 10 to 30 in health and education by the women groups
	30 portable vegetable gardens developed by groups for nutritional subsidy in Msaranga and Majengo
Enhanced leadership confidence and increased participation for 50 young women in decision making at various local levels in Majengo and Msaranga ward by 2013	Increased women participation in the local governance structures from 3 to 6 of Msaranga and Majengo by the end of the project.
	4 women subgroups reproduced/multiplied as a result of the young women leadership trained in the ward.
	Increased women leadership confidence to 30 trained young women from Msaranga and Majengo ward by 2013
Enhanced participatory monitoring and evaluation trends for the project for sustaining changes and impact in communities	Systematic monitoring and evaluation plan for records tracking in place
	Report of changes documented and areas adjusted in place by 2013 for project improvement

The Purpose of the Evaluation

Purpose of this external evaluation:

As the project is coming to an end, it is important to look at what went well and what went less well, for learning and accountability purposes. The main purpose of the evaluation is to assess the performance and achievements of the project, in order to develop lessons learned and make recommendations for the future.

Evaluation has the following objectives:

To assess the relevance, effectiveness, efficiency, impact and sustainability of the project;

To examine what are the key lessons learned and how best these lessons can be shared and used to improve the next planning session for TUSONGE and her constituency

To make all possible recommendations which TUSONGE will need to work on for improvement purpose with the focus to create bigger impact, ownership and sustainability of the work within communities

Scope of the Evaluation

The study will be conducted in (Majengo and Msaranga wards a total of 14 groups total 420 people who are direct beneficiaries of the project.) and also at the project leadership level (board, management etc), project implementation level (field staff) and also at other actors (stakeholder) levels.

A total of 420 target groups, beneficiaries and 50 non target groups will be interviewed (The selection of how many women and men and LGA leaders will be agreed upon the arrival of the evaluator to ensure a fair sampling is done to represent the project and for feedback getting.

The Focus on and Objectives of the evaluation

The evaluation assessment will focus on project concept, design, process approach, management and implementation. Questions on the issues of impact, outcome, most significant changes, effectiveness, efficiency and sustainability need to be answered.

Reflecting on the following key questions, the evaluation will specifically assess and recommend on;

Planned and realized activities and results; as described in the project document, Were these realized as planned? Were there adjustments in the strategy and planning? How were the adjustments implemented and managed?

Relevance of programme within the socio-cultural and socio-economic context of the target group.

Did we plan the right thing? To what extent does the project respond to the priorities of the target groups?

Do we do the right thing? To what extent are the objectives, planned activities and planned outputs consistent with the intended outcome and impact? To what extent are they consistent with the national priorities?

To what extent were the project strategies most appropriate to meet the needs of the target groups?
Are there differences between the time when the programme/project was designed and today?

To what extent are the objectives of the project/programme still valid?

Effectiveness;

To what extent were the objectives achieved/are likely to be achieved?

To what extent could the selected target group be reached?

What are the project outputs as a result of activities done by the project?

What are the short or intermediate-term medium term (intended or unintended) outcome of the programme/project? What were the major factors influencing the achievement or non-achievement of the objectives?

How are the outcomes and impact monitored and assessed by the project holder (monitoring and evaluation system; is there a monitoring and evaluation plan, is there a monitoring and evaluation team/person, what is being monitored and evaluated? How (tools and methods) when, where, who is involved. How are the results captured and documented? How are the ME results being used by the project holder? Assess and recommend the effectiveness of the existing ME system in capturing project outcomes.

Efficiency/Management;

Cost-benefit – analysis have programme resources been used economically? Was the programme or project implemented in the most efficient way compared to alternatives? Could implementation have been improved? Was there a better way of doing things in order to achieve outcomes?

How does the management work, how does internal the decision making process work? How does the management work? How does internal the decision making process work? To what extent did other management factors such as capacity, working relationships within the team, working relationships with partners, stakeholders and donors, learning processes such as self-evaluation/appraisal, coordination and exchange with related projects, internal and external communication systems influenced the performance of the project?

Were the objectives achieved on time?

Impact

What most significant and visible changes can be seen in the lives of the target group as a result of the programme or project? (Intended and unintended impacts, positive or negative changes, equal opportunities for women and men, improvement of social and economic infrastructure, poverty reduction, cross sectoral impact or other relevant cross-cutting issues).

Are there non visible changes (e.g. attitude, behavior etc). Are there non intended 'by products'?

What real difference has the activity brought about for the beneficiaries? (What would have happened without the activity?)

How many people have been affected by the changes (direct and non direct project beneficiaries)?

To what extent has the project contributed to the higher level development goal?

Sustainability

To what extent are the positive impacts or changes of the programme/project likely to continue/persist after donor funding ceases?

Which measures are implemented in order to support sustainability? What systems have been put in place to ensure sustenance of the project benefits once the project and its funding have ended?

What are the major factors which influence the achievement or non-achievement of sustainability of the programme or project benefits?

Is there evidence of organisations/partners/communities that have copied, up-scaled or replicated project activities beyond the immediate project area? Is such replication or magnification likely?

The evaluation is also expected to identify strengths, weaknesses challenges and opportunities, and areas of improvement in the process of implementing programme activities at the different levels of actors (see annex 1 for sample guidelines)

Methodology;

The end term evaluation shall require an analysis at different levels; leadership and implementation levels, local community level, project beneficiary's level, relationship and linkage with local institutions and authority.

The evaluation will be conducted in a participatory manner through open dialogue that promotes a learning environment. It is expected that the process will involve, among others, focus group discussions with programme staff, communities and main target groups including key community based structures, government and other stakeholders.

The evaluation shall also review relevant documents where applicable relating to the project and will include a session to feedback on and validate findings prior to writing the final report.

Literature review

In the first place the Evaluation team shall review the relevant documents. The following documents will serve as basis for review and study:

Project proposal.

Baseline Survey Report.

Project Agreement between TUSONGE and Bread for the World.

Progress reports

Training curriculum.

Visit reports by DESUNE/BftW.

Any other relevant documents

The consultants shall discuss and verify the reliability of data collected and present its preliminary findings at a meeting with project stakeholders (the target groups, project leadership, project staff, collaborators, other actors, donor representatives etc) on a debriefing participatory workshop.

Process, reporting and timetable of evaluation

The evaluation shall involve field trips to the project areas in Moshi Municipality- Msaranga ward in Msufini group 2 and Msaranga group 1 hamlets. In Majengo the consultant will visit Miembeni and Arabika group 2, 3, 9 and number 5. Specific individual's small businesses will be sampled for the consultant to visit and have a deep interview with the beneficiaries.

The evaluation shall be carried out for 10 days from 1st May 2013 to 11th May 2013.

DURATION	ACTIVITY
10 days	The whole evaluation process
2 days	Preparation and document review
5 days	Field visit
1 day	Compile the findings
1 day	Report compilation
1 day	Feedback to TUSONGE

7.2. Terms of payment

The contractor shall pay 40 % of the agreed amount at the beginning of the exercise, 40% after submission of the draft report and 20% after submission of the final report.

Reporting

Evaluation design/inception report

The inception report (approx. 3-5 pages) shall provide a feed-back on how the objectives, questions and reports as described in the TOR can be achieved within the evaluation. Suggestions can be made to supplement or restrict the TOR. These suggestions, especially when the modifications concerning objectives of the evaluation and crucial questions, have to be approved by the customer in written form as this is an alteration within the original contract.

For the inception report we suggest the following structure:

Key data of the evaluation: Name, number, duration of the project/programme to be evaluated, title of the evaluation, principal of the evaluation (who commissioned the evaluation), contractor of the evaluation, date of the report.

Feed-back/amendment to the TOR: Are all parts of the TOR clear to the evaluation team? Is the focus of the evaluation clearly defined? Suggestions for amendments of the TOR are presented (*in a form so that the principal can accept or disagree*).

Current status of the preparation: Composition of the evaluation team (qualifications, allocation of tasks, who is team leader/coordinator?), estimated timetable and work days for the evaluation team. Report about identified problems and risks.

Evaluation design and methodology: Report about the chosen qualitative and/or quantitative methods and further steps on how to implement them in the evaluation (selection of samples, strategies for analyses and collecting data, further specific evaluation questions, hypothesis on outcomes and impacts, description of the planned contacts and visits with explanation). Measures to be taken to get adequate information for gender analysis.

Tools for data collection and data analysis (e.g. presentation of questionnaires)

Final evaluation report

The final report shall be written in English (50 pages + annex) and has – as a minimum – and at the very least contain the following contents:

Key data of the evaluation: see above “inception report” in a)

Executive summary: a tightly drafted, to-the-point, free-standing document (about 5 pages), including the key issues of the evaluation, main analytical points, conclusions, lessons learnt and recommendations.

Introduction: purpose of the evaluation, evaluation scope and key questions. Short description of the project / programme to be evaluated and relevant frame conditions

Evaluation design/methodology

Key results/findings*: with regard to the questions pointed out in the TOR/inception report (including project/programme and context analysis), Assessment of the extent to which issues of equity and gender are incorporated in the project/programme.

Conclusions* based on evidence and analysis

Recommendations* regarding future steps/activities/follow-up – carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible for each conclusion a recommendation).

Lessons learnt* (generalizations of conclusions applicable for wider use).

Annexes (ToR, list of persons/organisations consulted, gender distribution and social representation of the respondents, literature and documentation consulted etc.).

Recommendations* regarding future steps/activities/follow-up – carefully targeted to the appropriate audiences at all levels, relevant and feasible (if possible for each conclusion a recommendation).

Draft implementation plan

This document presented by the evaluation team is to assist the contractor and other actors receiving recommendation by the evaluation. The format is in annex 3 (implementation plan). The evaluation team has to fill in the key data of the evaluation and the recommendations.

Profile of the evaluation team

Please add information of the required profile of the evaluation team (the evaluation team must be multidisciplinary and gender balanced).

Responsibilities and duties

TUSONGE is responsible for

Developing the TOR and sharing them with DESUNE and Bread for the World.

Identifying and commissioning evaluation consultants.

Sending TOR to the consultants and negotiating consultancy fees

Sending CVs of the consultants to DESUNE and Bread for the World.

Entering into a contract with the consultants.

Working closely with the consultants while carrying out the exercise & providing necessary info

Proposing suitable dates for the exercise and agreeing on them with the consultants.

Submitting the final evaluation report to BftW and DESUNE together with a reaction to evaluation conclusions and recommendations and an action plan of implementation of accepted recommendations.

DESUNE is responsible for:

Commenting on the TOR and adding input where necessary.
 Assisting in identification and screening of consultants for the exercise.
 Assessing, commenting on and recommending for acceptance the final report.

Bread for the World is responsible for:
 Funding the exercise (funds are available in the project budget).
 Approving the TOR.
 Accepting the final report
 Dissemination of evaluation results

What are the plans? For example:
 Workshop on the results and lessons learnt of the evaluation
 Dissemination of evaluation report to other organisations?
 Publication of the summary or report (internet? magazine?)

The following documents are annexed to the TOR

<i>Annex 1</i>	<i>Levels of Assessment (SWOT Analysis)</i>
<i>Annex 2</i>	<i>Recommended table - overview about conclusions, recommendations and lessons learnt</i>
<i>Annex 3</i>	<i>Implementation Plan</i>

Annexure4: Field-Work schedule

DATE	ACTIVITY	ACTOR(S)	PLACE
1/5-5/5/2013	Review of relevant documents and prepare inception report including assessment tools and sorting out the field timetable	Consultants	DSM/TUSONGE
6/5/2013 A m	Meeting with TUSONGE Management	Leadership / Management	TUSONGE
6/5/2013 A m	Visit Msaranga LGA leaders and religious leaders	Consultant and TUSONGE field workers	Msaranga
6/5/2013 A m	Visit individual businesses supported by TUSONGE training	Consultant and field workers	Msaranga
	LUNCH BREAK	ALL	
6/5/2013 Pm	Meet indirect beneficiaries from Msaranga community	Consultant/Field workers	Msaranga
*6/5/2013pm	Visit Msaranga groups supported by TUSONGE	Consultant/Field workers and TUSONGE Managing Director	Msaranga
6/5/2013pm	Meeting with (2-3) individuals selected by Consultant	Msaranga Allies/Network partners and New to TUSONGE	On appointment
6/5/2013 pm	Debriefing of the day and prepare for next	Consultant and Director/Management	
7/5/2013am	Interview with Moshi Municipal community development officer and Bondeni development officer where TUSONGE offices are located	Consultant/Field workers	Moshi Municipal council offices/Bondeni
7/5/2013 am	Visit Majengo LGA leaders	Consultant and TUSONGE field workers	Majengo Ward offices
7/5/2013 am	Meet indirect beneficiaries from Majengo	Consultant/Field workers	Majengo
7/5/2013am	Interview and visit individual beneficiaries	Consultant/Field workers	Majengo

DATE	ACTIVITY	ACTOR(S)	PLACE
	business supported by TUSONGE training		
	LUNCH	ALL	
7/5/2013pm	Meet network partners-other CSOs	Consultant/field workers	TUSONGE offices
*7/5/2013pm	Visiting Majengo groups	Consultant/Field workers and Managing Director	Majengo
7/5/2013pm	Meeting with (2-3) individuals selected by Consultant	Majengo Allies/Network partners and New to TUSONGE	On appointment
8/5/2013am	Further Interview TUSONGE management	Consultant	TUSONGE offices
8/5/2013 am	Interview TUSONGE Board	Consultant	TUSONGE offices
	TEA BREAK	ALL	
8/5/2013	Compiling information gathered	Consultant	
9/5/2013am	Evaluation debriefing with key actors for feedback and input	Consultant	Uhuru Hotel
9/5/2013 noon	LUNCH & CLOSURE	ALL	Uhuru Hotel
10/5/2013	Working on the ideas contributed by the stakeholders for final report production	Consultant	DSM

Annexure 5: List of participants

Board Members Interviewed

No.	NAME	GENDER	POSITION
1	Lucy G Swai	F	Chairperson
2	Fredrick Monyo	M	Vice Chair
3	Virginia Silayo	F	Member
4	Justinian Bamanyisa	M	Member
5	In debriefing Thadeus Binamungu-	M	Member
6	Rev. Robsom Manga-	M	Member
7	Fredrick Mneney	M	CHAIRPERSON
8	Hedwig Beneth	F	CASHIER
9	Rose Fredrick	F	SECRETARY
10	Efgenia Lyimo	F	Group Member
11	Martha A. Tarimo	F	Group Member
12	Mercy Kimaro	F	Group Member
13	Happyness Tarimo	F	Group Member
14	Beauty Bonifasi	F	Group Member
15	Asmini Abrahaman	F	Group Member
16	Feube Lyimo	F	Group Member
17	Joyce J. Owenya	F	Group Member
18	Rose Temba	F	Group Member
19	Catherine Moshi	F	Group Member
20	Anjela Minja	F	Group Member
21	Haika Moshi	F	Group Member
22	Beatrice Luka	F	Group Member
23	Fratem M. Njau	M	Group Member
24	Basilia I. Mroso	F	Group Member
25	Janeth Lyimo	F	Group Member
26	Delvina H. Tarimo	F	Group Member
27	Mariam Msuya	F	Group Member
28	Elifrida Maro	F	Group Member
29	Felis Massawe	M	Group Member
30	Cathbert Mmbando	M	Group Member

31	Sifuel Samwel	M	Group Member
32	Peter Njau	M	Group Member
33	Irene Ngowi	F	Group Member
34	Lilian Joseph	F	Group Member

COMMUNITY AND RELIGIOUS LEADERS

No.	NAME	GENDER	PLACE	POSITION	CONTACT
35	Abeid S. Swai	M	Msufini	Chairperson	0754-593439
36	Fredrick Mneney	M	Rauya	Chairperson	0753-204409
37	Michael M. Munishi	M	Msufini	Religious Leader	0754-499146
38	Mlekio E. Temba	M	Msufini	Religious Leader	0754-776627
39	Hilda Mrosso	F	Msufini	Chairperson	0787-909172
40	Eva M. Swai	F	Msaranga	WEO	0756-310448
41	Amos Mwangama	M	Msaranga	Afisa Afya	0756-974702
42	Awadhi Mfinanga	M	Majengo	WEO	0754-391820
43	Daima Kapongo	F	Majengo	WEO	0754-975547
44	Yesaya Masaoe	M	Miembeni	Chairperson of group	0754-370775
45	Fred Monyo	M	Retired Ward Councilor	Majengo	0754-487195
46	Grace Chezue	F	Afisa maendeleo	Kata ya Bondeni	0756-352991
47	Bernadeta Makundi	F	Group No.1	Majengo	0762-323591
48	Sarah Karoli Makundi	F			
49	Miraji Zonno-	M		Arabika	

BENEFICIARIES – MSARANGA

No.	NAME	GENDER	POSITION	CONTACT
50	Catherine Mosha	F	Tailor	0756-093058
51	Selina Lyimo	F	Nurse	0755-557181
52	Jane Marandu	F	Saloon / mitumba	0754-029401
53	Anastazia Mongi	F	Tailor	
54	Fatuma A. Kisaka	F		
55	Catherine Kessy	F	Tailor	0753-329264
56	Irene Mkenda	F		0754-876309
57	Adeline Temba	F	Pharmacist	
58	Joseph Alphonse	M	TBL Moshi	0764073611
59	Devotha Edward	F		0717-955326
60	Balbina Kisaka	F	Businesswoman	0755-069385
61	Beatrice Mandao	F		0755-738604
62	Awede G. Ngowi	F	Muuza Mitumba	0752-845717
63	Veronica Eliya	F	Muuza Mitumba	0766-346970
64	Rehema Godfrey	F	Businesswoman	
65	Natalia Abrahaman	F	Muuza Mitumba	
66	Ester Elikana	F	Mama lische	0756-343400
67	Yosepher Alphonse	F	Mgahawa	0766-480076
68	Elia Peter	M	Driver	0766-604466

BENEFICIARIES – MAJENGO

No.	NAME	GENDER	CONTACT
69	Hamida Jumanne	F	0766-586234
70	Tinieli Ally	M	0759-205822
71	Omari Jumanne (Mtoto Mlemavu)	M	
72	Yusuf E. Mwamajuja (mgonjwa)	M	
73	Tatu J. Matiko (Yatima)	F	
74	Selina S. Mumba (Yatima)	F	
75	Silvano A. Kimario (Mgonjwa)	M	
76	Jumanne Jambia (Mlezi)	M	
77	Agness Kambi (Mlezi)	F	0755-810589
78	Fadhili Maro (Jamii)	M	
79	Yesaya Masaoe	M	
80	Romana Lasway	F	0755-742504
81	Anicet Kileo	M	0756-002776
82	Amanda	M	

NETWORK PARTNERS				
83	NAME	GENDER	POSITION	ORGANIZATION
84	Hillary Tesha	M	Lobby and Advocacy Officer	KWIECO
85	Dr. Materu	F	Co-ordinator	KIWAKKUKI
86	Virginia Silayo	F	Managing Director	AJISO
87	Reuben Michael	M	Co-ordinator	MKOMBOZI
88	Agness Mtamboh	F	Board member	PAMOJA TUNAWEZA
89	Victoria Salakana	F	Secretary	WHITE ORANGE