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Evaluation of the Belgian Fund for Food Security (BFFS), the integration of food security and the multi-actor approach within the Belgian cooperation



Tanzania Country Report

July 2019

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The opinions expressed in this document represent the authors' points of view and do not necessarily reflect the position of the PFS Foreign Affairs, Foreign Trade and Development Cooperation.

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Preface

During the parliamentary debates on the abrogation of the BFFS, the Deputy Prime Minister and Minister for Development Cooperation committed to "integrate the theme of food security into government cooperation programmes". Thus, the parliamentarians, members of the working group that managed the Fund, proposed to organise in 2018 an independent ex-post evaluation of the BFFS by the Special Evaluation Office of Belgian Development Cooperation (SEO) at the request of the Minister for Development Cooperation in 2018.

This country report is part of the Evaluation of the Belgian Fund for Food Security (BFFS), the integration of the theme of food security and the multi-stakeholder approach in the framework of Belgian development cooperation.

The objectives of this evaluation are as follows:

- Draw lessons learned from the implementation of the BFFS from the results observed in terms of food security with its 4 dimensions (summative evaluation);
- Appreciate the measures that have been taken to integrate the theme of agriculture and food security into Belgian cooperation;
- Assess the specificity and added value of the multi-stakeholder and multidimensional approach for Belgian Cooperation in the field of food security.

The Tanzania country report was prepared on the basis of a triangulation of data collected through an in-depth analysis of the available documentation; a series of interviews with the various stakeholders and a field mission that took place from 06 to 20 March 2019. It will mainly address the first and third objectives of the evaluation through the analysis of the implementation of the BFFS programme.

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Abbreviations and acronyms

AIDS	Acquired Immune Deficiency Syndrome
AVRDC	African Vegetable Research Development Centre for Eastern and Central Africa
BFFS	Belgian Fund for Food Security
BTC	Belgian Technical Cooperation
CAHW	Community Animal Health Workers
COWSO	Community-Owned Water System Organization
CP	Cooperation Programme
CTB	Agence belge de développement
DCF	Development Cooperation Framework
DCWSSDP	District Council Water Supply and Sanitation Development Plans
DED	District Executive Officer
DGD	Directorate General for Development Cooperation and Humanitarian Aid
DNO	District Nutrition Officer
DNSC	District Nutrition Steering Committee
DRR	Disaster Risk Reduction
FBS	Fonds belge de Survie
FINCA	Foundation for International Community Assistance
FYDP	Five Year Development Plan
HHs	Households
HITz	HEIFER International Tanzania
HIV	Human Immunodeficiency Virus
IDCP	Indicative Development Cooperation Programme
IDP	Iles de Paix
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Agency
IGGs	Intergovernmental Groups
IO	Intermediate Outcomes
JAST	Joint Assistance Strategy for Tanzania
LCDO	Longido Community Development Organization
LED	Local Economic Development

LGA	Local Government Authorities
LTPP	Long Term Perspective Plan
MBNP	Mwanzo Bora Nutrition Programme
MFI	Micro Finance Institution
MKUKUTA	National Strategy for Growth and Poverty Reduction
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MLFD	Ministry for Livestock and Fisheries Development
MoHCDEC	Ministry of Health, Community Development, Gender, Elderly and Children
MoU	Memorandum of Understanding
MTR	Mid-Term Review
MVIWATA	Mtandao wa Vikundi vya Wakulima Tanzania (small-holder farmers organisation)
MWEDO	Maasai Women Development Organization
NGO	Non-Governmental Organisation
NMNAP	National Multisectoral Nutrition Action Plan
NRM	Natural Resource Management
ODA	Official Development Aid
OEA	Oikos East Africa
PFS	Pastoralist Field School
PO-RALG	President's Office – Regional Administration and Local Government
PPRA	Public Procurement Regulatory Authority
PWC	Pastoral Women's Council
SACCOS	Saving and Credit Cooperative Societies
SBCC	Social Behavioural Change Communication
SEO	Special Evaluation Office
SMART	Specific, Measurable, Attainable and Action-oriented, Relevant and Time-bound
TAHA	Tanzania Horticultural Association
TASAF	Tanzania Social Action Fund
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TFNC	Tanzania Food and Nutrition Centre
TNC	The Nature Conservancy
ToC	Theory of Change
ToT	Terms of Trade

TSh	Thyroid-Stimulating Hormone
UCRT	Ujamaa Community Resource Team
VICOBA	Village Community Bank
VLUP	Village Land Use Plan
VSF	Vétérinaires Sans Frontières
WASH	Water, Sanitation and Hygiene
WEAI	Women's Empowerment in Agriculture Index
WFP	World Food Programme

Executive summary

Tanzanian context: The goal of the Tanzanian government's Second Five-Year Development Plan (2016/17-2021/22), in line with Tanzania Development Vision 2025, is to transform into a semi-industrialised economy and accelerate poverty reduction. The World Bank identified three pathways for the transformation: (a) diversification and upgrading of agricultural value chains; (b) economic agglomeration and regional integration; and (c) capacity development on service delivery and public investments to enhance productivity of the entire economy.

Belgian development cooperation in Tanzania: The Belgian Cooperation in Tanzania is well-aligned with the Government of Tanzania development priorities, and with the Joint Assistance Strategy for Tanzania and the Development Cooperation Framework. Belgium is a small donor partner, with some BTC (now Enabel) programmes on natural resources management, rural water supply and sustainable agriculture in Kigoma Region, combined with a set of NGO projects (including through the BFFS) in other parts of the country and support to multilateral organizations.

Strategic framework BFFS programme: The Maisha Bora programme is the BFFS programme in Tanzania. It is a multi-actor, multi-sector programme around food security improvement in selected villages in two remote Maasai districts. Each of the technical components (livestock, water, business development, nutrition) are covered by a separate agency (resp. VSF-B, Iles de Paix, Trias and WFP), and BTC/Enabel implements the coordination component. The multi-actor programme was formulated in 2013 through a context study by a consulting firm, which identified three strategic outcomes: livestock productivity, income diversification and attitudinal changes for nutrition, HIV awareness and birth control. In the joint Maisha Bora programme document, this was further elaborated by the selected international partners together with the BFFS service and in consultation with local stakeholders, which led to good correspondence with existing policy and strategy frameworks. The evaluation team subscribes to the findings of the 2017 Mid-Term Review (MTR) which rated most of the activities in the programme to be relevant and in line with the needs in the target villages / districts, but which also pointed to a need for more internal coherence within the programme. In the past year (2018), various efforts have been undertaken by the Maisha Bora partners for more multi-actor programming in order to increase programme effectiveness. Another point was that the appropriateness of some interventions needed to be reviewed, in particular for some elements in the livestock distribution schemes and some of the selected value chains in the business component. This also has been taken up by the partners involved.

Gender: The Maisha Bora programme has shown some prospects on empowering women. Their participation in socioeconomic groups such as the COWSOs and VICOBAs is notable with positive outcomes. Interventions through women has generally improved household's nutritional behaviour, ownership of durable assets, health outcomes and schooling of the children. Nonetheless, it is the view of the evaluation that, although the multi-sector Maisha Bora programme has high women's involvement, for future programming there would be a need to develop a joint transformative gender strategy across the sectors and agencies involved in the various components so that they reflect the strategic gender priorities within the male-dominated cultural settings in the Maasai villages. In the livestock and business development component, since 2018 a more differentiated approach has been adopted so as to better meet gender and equity objectives, e.g. to ensure coverage of very poor households, which very often are headed by widows. For the nutrition and health awareness raising elements, from the start of the project onwards, there has been a focus on involving males, which was further intensified from 2018.

Sustainable development: Across the various sectors within the Maisha Bora programme, the evaluation team has noted that more emphasis is required on environmental protection measures, sustainable intensification, and disaster risk reduction (DRR). In the livestock component, there should be a key focus on rational management of natural resources and on reduction of overgrazing. In relation to water supply, the key concern for the last year of the Maisha Bora programme is how to make the Community-

Owned Water System Organisations (COWSOs) sustainable. For the business development component, at the beginning of 2017, changes were made to diversify the income generating activities and look at options beyond the village level, and to search for mechanisms to buffer the changes in terms of trade between livestock sales and purchase of maize during the dry season (and during droughts in particular). This has been taken up by the partner, but remains a key issue requiring further attention. Also, the evaluation concludes that there is need to forge further links between the livestock component and the business development components and to assist the beneficiary households / villages to commercialize the former as a way to ensure sustainability in utilization of natural resources.

Cost-efficiency: It needs to be accepted that implementing a food security programme in remote villages in a difficult geographical area comes at a relatively high cost. On the BFFS programmes, Enabel staff in Tanzania furthermore underlines that within the multi-actor approach, there is a clear trade-off between efficiency and sustainability, and that in the case of Maisha Bora the efficiency levels should be rated to be acceptable given the specific context. The MTR rated the coordination and management costs within the Maisha Bora programme as relatively high however, as next to the costs for the coordination component which are high because it is a stand-alone activity as the Enabel portfolio in Tanzania does not have any other projects in the regions where the Maisha Bora programme is undertaken. there are also management costs within each of the other components. Even though, it is a given that the Maisha Bora programme is in line with the BFFS approach where various sectoral components each are implemented by different agencies, the evaluation team aligns with the opinion of the Enabel coordinator for Maisha Bora that the overhead costs, despite being relatively high, are all essential for efficient programme implementation as this simply requires continuous coordination, collaboration and communication.

Learning: A key lesson drawn in the MTR is that a multi-actor multi-sector approach like the Maisha Bora needs to build on a joint Theory of Change to establish a clear mechanism of transforming inputs into the desired food security and nutrition goals. A second lesson is that with so many actors and sectors, the monitoring and evaluation framework easily becomes too complicated. Within the livestock component it was learned that local land use planning is a central element which needs to be tackled at community level plus district and regional levels, also building on DRR processes. For sustainable water supply systems, it was found to be a struggle in the Maasai villages to establish the local committees and to get the financial contributions from communities, but that good results are nevertheless possible with sufficient guidance and coaching by the partner agencies for this component. For the business development component, the main lesson was that very poor people were not able to participate in the Village Community Banks (VICOBAs) and that other income generating activities are needed to support their terms of trade during the dry season / droughts and also VICOBAs provides a good entry point for financial inclusion. For WFP the lesson was that, as part of the Maisha Bora programme, there was a need to increase focus and concentrate on a limited number of health and nutrition messages, that it is better to target various entry points in the village including local leaders and men groups, and that the coverage and potentially the impact of the behaviour change communication messaging can be increased through building in more interdependencies with the other components of the Maisha Bora programme.

Institutional arrangements: The Maisha Bora programme is anchored at both national and regional and district levels. The Steering Committee is placed at national level which has helped to engage with the Ministry for Livestock and Fisheries Development (MLFD) as the main line ministry and the Tanzania Food and Nutrition Centre (TFNC) as the main technical agency on nutrition. Within the programme, Enabel rates its role rather as a facilitator than coordinator, which is due to the fact that each partner has a direct contract with the BFFS service. In line with the views of the Enabel coordinator for Maisha Bora, the evaluation noted that the BFFS approach with five separate contracts has led to reduced flexibility and adaptability. The multi-sector programme was found to have successfully sought embedding within existing local governance structures (including for the different sectors)., It is the impression of the evaluation team that the establishment

of community Maisha Bora committees has supported strong branding as one programme and that it has increased the engagement from the side of the villages.

Results: In the livestock component, there is good progress in the support to village land use planning processes, but the results of the animal distribution schemes mostly have been below expectations, for a variety of reasons. The water component has managed to rehabilitate or establish new water sources, and the establishment of CWSOs, though initially challenging, now has taken off well. The support to village livestock water resources development plans is scheduled to be taken up in 2019. The work around the VICOBAs is successful and a significant contribution to the Maisha Bora objective, including the more recent activities with establishment of 'pro poor' VICOBAs groups. However, the issuing of the credit funds experienced delays due to a variety of reasons including: administrative, product development, uptake, and capacity building efforts. The evaluation team rates the impacts of the other income supporting activities as relatively small but not insignificant in terms of its contribution to food security. Within the nutrition component, considerable work has been undertaken to sensitise community members on dietary diversification. The school health and nutrition activities are rated as successful. A cross-cutting element for the various components is the attention for capacity building of district-level and outreach staff.

Impact: As the Maisha Bora programme is on-going most of the achievements thus far are results at 'component level' rather than in terms of quantifiable programme impacts. While it is too early to be able to make firm statements on impact levels, the field mission rates the prospects for potential impacts to be good, although it was obvious that for most of the components potentially higher levels of impacts could be reached if there had been longer project duration beyond the current 5-year timeframe.

1 Introduction

1.1 Country context

The United Republic of Tanzania is located in Eastern Africa on the Indian Ocean. Within the region, Tanzania is relatively large in terms of area and population (with a rather high 2.7% growth per year), and is the second largest economy behind Kenya. After Tanganyika and Zanzibar gained independence (in 1961 and 1963, respectively), the two territories united as Tanzania in 1964. Under the leadership of the first President Julius Nyerere, Tanzania embarked on a socialist one-party rule that lasted for over thirty years. In the 1980s, economic difficulties pushed the country to adopt major macroeconomic reforms, the structural adjustment programs, which saw the liberalization of the economy with public spending reduced and the market opened up for private investments. In the early 1990s, a multiparty democratic system was adopted, with first elections in 1995. While still being a low-income country, Tanzania is gradually moving towards the middle-income ranges. Over the past 15 years, Tanzania has recorded a solid growth (6.5% annually on average¹) and has substantially reduced poverty rates (28% in 2012²).

The Tanzania Development Vision 2025 describes how the country plans to achieve Middle-Income country status and high-quality livelihoods through peace, stability and unity, good governance, a well-educated and learning society, and a competitive economy capable of producing sustainable growth and shared benefits. The Vision is implemented through the Long-Term Perspective Plan (LTTP), which comprises a series of three Five Year Development Plans whose implementation commenced in 2011³. Currently, Tanzania is implementing its second FYDP. Within the Second Five Year Development Plan (FYDP II) 2016/17-2021/22, the goal is set to transform Tanzania to a semi-industrialised economy through increased investment in infrastructure and human development, and to accelerate poverty reduction by expanding access to social services and enhancing income security, social protection and responsive governance.

The World Bank (2017) has identified some unique characteristics that Tanzania can leverage to maximise its growth and poverty reduction potential, among which are: its rich and diverse natural resources; its advantageous location with direct access to ocean water and serving as port for several landlocked countries; and the socio-political stability are seen as core ones. Natural resources form the basis of many of Tanzania's sectors, with large amounts of fertile lands conducive to agriculture but also to diverse renewable resources such as wildlife, forestry, and marine and inland fishery resources. Available water resources can produce considerable amounts of hydroelectric power and also serve agriculture through irrigation. Non-renewable natural resources are gold (20% of total export value) and a range of other mining products including on- and off-shore gas reserves.

The World Bank's analysis identifies three main overlapping and synergistic pathways to growth and poverty reduction: (a) structural transformation through diversification and productive upgrading of agricultural value chains, and transitioning into manufacturing

¹ The World Bank report notes that economic growth has primarily been driven by expansion in communications, financial services, and construction, with limited contribution from the agriculture sector.

² Most of the reduction occurred in Dar es Salaam where poverty incidence was declined by over 70% against only 15% in the rural sector. Poverty levels remained almost unchanged in the secondary cities and towns, declining by 5% only. In rural areas, improvements in poverty primarily occurred among farming households with greater commercial orientation and engagement in cash crops. Poverty is associated with large families, less education, and engagement in subsistence agriculture. Rural households have been able to partially catch up with their urban counterparts in terms of education and asset ownership, but this has been partly offset by increasing differences in family structure and access to services and job opportunities.

³ The LTTP was introduced in 2010 as a means to fast track the implementation of the TDV 2025 for the remaining 15 years following an assessment, which called for some adjustment to ensure the implementation stays on track.

and modern services⁴; (b) spatial transformation by realizing economies of scale through furthering of economic agglomeration and regional integration; and (c) institutional transformation through capacity development on service delivery (including e.g. rapid expansion of health services for prevention and treatment⁵) and the required public investments to enhance the productivity of the entire economy, like e.g. the productive social safety net programme TASAF (Tanzania Social Action Fund) which provides conditional cash transfers related to utilisation of education⁶, health and nutrition services⁷, and also consists of the labour-intensive public works programme to smooth consumption during the lean season.

1.1. Belgian cooperation⁸

The Belgian Development Cooperation in Tanzania started in 1982. Belgium is a small donor partner in Tanzania: EUR 15 – 20 million per year which represents around 2% of the Official Development Aid (ODA) to Tanzania⁹. Belgium aligns itself with Tanzanian development priorities as laid down in the MKUKUTA/MKUZA¹⁰ (2005/06-2009/10), MKUKUTA/MKUZA¹¹ II (2010/11-2014/15), and the FYDP II (2016/17-2021/22). Belgium relies on the development aid mechanisms and policy dialogue structures as agreed with other Development Partners in the Joint Assistance Strategy for Tanzania (JAST) and the Development Cooperation Framework (DCF) 2014/15-2024/25.

Despite being a small donor, there is a strong and geographically targeted presence of Belgium through programmes by the Belgian development agency (BTC, now called Enabel). This direct aid builds on Belgium's specific expertise on the Grand Lakes region. Other components within the Belgian Government's support to Tanzania consist of grants to NGOs active in Tanzania, among others through the Belgian Fund for Food Security (BFFS), and a partnership between Flemish Universities and Mzumbe University. Budget support used to feature as the largest component within the Belgian Government's support to Tanzania, but it was cut down and phased out from 2013 onwards. Another stream of support that continues to indirectly cover Tanzania is that provided to multilateral organizations (28% of total Belgian ODA)¹².

While the Indicative Development Cooperation Programme ("IDCP") 2003-2009 for Tanzania was recognised to be relatively small set of 'quality' interventions around important development themes, its key weakness was found to be that resources were very widely spread over six sectors and a high number of projects or programmes. For the

⁴ Tanzania needs to create far more productive and decent jobs for the fast-growing workforce, particularly in urban areas. Agriculture could absorb a significant portion of new entrants if earnings per worker are increased. Nearly 90% of workers are still confined to marginally productive nonfarm businesses and subsistence farming.

⁵ Rural access to water and sanitation remains limited which is a major constraint in improving health conditions, in particular among children. Only about a half of rural population have access to safe water compared to three quarters of urban population. For sanitation, only 11% of rural population have access vs. 57% in urban areas.

⁶ While Tanzania has made impressive progress in terms of school enrolments, the quality of education is increasingly challenged with learning outcomes remaining at a low level.

⁷ In Tanzania, nutritional deficiencies are still relatively high among women and children. Stunting affects 42% of children under 5 (among the highest in Sub Saharan Africa), with levels in the poorest households and in rural areas being almost double those in the wealthiest and urban households. Stunting is also higher among males. Micronutrient deficiencies like anaemia are elevated among children, adolescent girls, and women.

⁸ Source: <https://tanzania.diplomatie.belgium.be/en/development-cooperation/cooperation-programme>

⁹ Ref: https://tanzania.diplomatie.belgium.be/sites/default/files/content/oda_tanzania_2012-2015.pdf

¹⁰ Swahili acronym for the National and Zanzibar Strategy for Growth and Reduction of poverty (NSGRP/ZSGRP)

¹¹ MKUKUTA is for Tanzania mainland and MKUZA is for Zanzibar. To note that MKUKUTA II was merged with Five Year Development Plan (FYDP) I to come up with FYDP II while in Zanzibar MKUZA remains in existence. The reason for merging MKUKUTA and FYDP was to increase focus and avoid duplication of efforts.

¹² Ref: <https://tanzania.diplomatie.belgium.be/en/development-cooperation/cooperation-programme>

IDCP 2010-2013, the BTC therefore decided to concentrate the cooperation on two sectors, to reduce the number of projects, and to primarily work through civil society and Non-State Actors that will operate in full alignment with government modalities:

- Under the governance sector, Belgium supported the local government reform (in particular, the establishment of an intergovernmental budget transfer system to Local Government Authorities in order to compensate for the abolishment of a number of locally enforced taxes) and support to the decentralisation of the Public Procurement Regulatory Authority (PPRA).
- The idea behind the support to the Natural Resource Management (NRM) was to foster local economic development (LED) through agriculture and to promote sustainable use of natural resources. Belgium decided to support a sustainable wetland management programme (the Kilombero Ramsar Site Management Programme in the Rufuji basin South-West of Dar es Salaam), a beekeeping project in Kigoma region in Western Tanzania, and a project to provide support to the development of a coherent bottom-up approach of NRM at district and national level (not linked to a specific geographical area).
- Some programmes from the previous IDCP 2003-2009 were to be gradually phased out, among which an agricultural development programme in Kagera region in North-West Tanzania that supported the production of disease-free and resistant banana crops.
- As water is a priority sector for the Tanzanian government, and the Belgian Cooperation has substantial expertise working at local levels, it was decided that rural water supply would become an essential element in the decentralised support to the Tanzanian population.

The plans for an IDCP programme for 2014-2015 that was meant to function an interim programme also based on a portfolio approach with balanced mixture of sector budget support, basket funds and project-based support, were suppressed. The currently existing main Belgian development cooperation programme in Tanzania is focused on the Kigoma Region, a more remote part of the country that attracts little interest from other donors despite its huge agricultural and economic potential. The programmes have a thematic focus on natural resource management, rural water provision (rehabilitation and construction of local water schemes) and sustainable agriculture (improvement of the value chain for cassava and beans, with special focus on small-scale farmers). According to the website of the Belgian Embassy in Tanzania, it has been intended to sign a new cooperation programme for the period 2018-2021, but no details are given. Due to concerns about recent developments in relation to democracy, human rights, and decreasing space for civil society organisations, the Belgian Government decided, in December 2018, to suspend planning of new cooperation programmes in Tanzania. Also, the Belgian FBSA partners within the Maisha Bora programme are highly concerned about these recent evolutions in the Tanzanian context which are decreasing the space for civil society organizations.

1.3 Overview of the BFFS programme

Programme title	Maisha Bora ¹³ – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Partners	CTB (Enabel); VSF-B; Trias; Iles de Paix; WFP
Sectors	Coordination; livestock / pastoralism; business development; water; nutrition
Total budget of the programme	EUR 13.742.173 (BFFS contribution: EUR 11.270.996)
Implementation period	January 2015 – December 2019 (60 months)
Number of beneficiaries	9,000 households in 15 villages in 2 districts, in particular the 40% impoverished households, women and youth
Target regions	Longido and Simanjiro districts
Overall objective	Higher and more secured income used for nutrition and improved local availability of food for 9.000 households in 15 villages in Simanjiro and Longido districts and in particular for 40% of impoverished households, women and youth
Result areas	<p>Result 1: Households have <u>livestock resources</u> secured and can benefit more from different livestock products, with a major sub-result being sustainable access to adequate <u>water for livestock</u> is improved</p> <p>Result 2: <u>Women, youth and households' income</u> are more diversified, secured and used to increase the quantity of food intake</p> <p>Result 3: More households, and in particular more pregnant and lactating women and children under 5, <u>consume more diversified foods, use cleaner water, prevent and treat diarrhoea effectively</u> and have <u>increased awareness of HIV prevention</u></p> <p>Result 4: Effective coordination of the Programme assures external and internal coherence, induced cooperation and increases implementation efficiency</p>

¹³ Maisha Bora is Kiswahili for 'Good Life'

2 Strategic framework

2.1 Coherence of the approach

After agreement was reached between the Government of Tanzania and DGD that the Belgian cooperation programme under the BFFS would focus on Longido and Simanjiro districts within the semi-arid zones in the northern part of the country, the formulation of the Maisha Bora programme started with a context study done in 2013 which was based on the 2010 Strategy Note of the 'Fonds Belge pour la Sécurité Alimentaire' (Belgian Fund on Food Security, BFFS, in English). The context study looked at the most recent set of projects implemented by partner agencies in Tanzania under the 'Fonds Belge de Survie' (FBS). These projects were very scattered, but relevant to note is that there was a finalised project by VECO in Simanjiro district on agriculture and livestock value chain development, and a Trias project in Longido finishing in 2014 that integrated support to entrepreneurship and microfinance with support to agriculture and livestock development, natural resource management, and capacity development of member-based local organisations. Other projects in Tanzania under the FBS were those by BTC in Kagera region (livelihood and food security, access to health care), and IFAD in Manyara region (one project on health care and water, another on land use).

The context study defined three strategic outcomes, all at household or individual level:

- Valorisation of livestock production under pastoralist system for food security for impoverished and other agro-pastoralist households
- Income diversification and income control for women and youth
- Attitudinal change for nutrition, HIV awareness and birth control, especially targeted at pregnant women, children and youth

Box 1 2010 BFFS Strategy Note

In the strategy note that was prepared by the BFFS service as basis for the implementation of the new law adopted on 9 January 2010 for creation of a special fund on food security for the period 2010-2020, the focus was on supporting the transition process from subsistence agriculture towards humane family-based agriculture which is professional and economically viable.

The aim was to contribute to ensuring food security and an equitable and sustainable local economy, taking into account the need for social development and the environmental challenges, and in alignment with the policies and strategies of the partner country. It was stated that the priorities of the national and local authorities and of the civil society needed to be respected, with main focus to support decentral collectivities working on local development issues.

The approach for the BFFS was to integrally address the four pillars of food security (availability, access, utilisation, stability) and the structural causes of poverty (availability and quality of local social services, recurrent dry spells, institutional capacities of local actors). This integrated approach was expected to require a general framework where diverse and complementary expertise would be brought together, with focus on priority themes and target groups like gender, resilience, mother and young children, natural resources, sustainable family-based agriculture, and on the most vulnerable regions of the country.

Based on the context study report, an invitation was launched by the BFFS service within the Directorate General for Development Cooperation and Humanitarian Aid (DGD) of the Belgian Ministry of Foreign Affairs, External Trade and Development Cooperation for partners to engage in developing a multi-actor BFFS programme in Tanzania. This resulted in selection of four agencies: Trias, Vétérinaires sans Frontières Belgique (VSF-B), Iles de

Paix (IDP), and the World Food Programme (WFP). The Belgian Technical Cooperation (BTC) was invited to take up the coordination of the programme. It was noted by the evaluation team, from the partners that were selected, only Trias already had prior experience in the target districts / regions in Tanzania. While obviously, it takes some time for an organisation to acquaint oneself with the characteristics of a new geographical setting and its institutional set-up, the approach for most of the international partners within Maisha Bora has been to seek collaboration with local partners who bring along a good understanding of local context aspects. Also, in the case of the Maisha Bora programme, the choice to bring a set of partners together who had no prior experience in collaboration implies that there had to be a learning curve for each agency to find suitable ways of working together under a single programme umbrella.

As described in the overarching technical and financial file document on the Maisha Bora programme, the setting up of this programme followed the steps within the BFFS procedure manual and the formulation process has taken a number of months. The approach has been to involve a wide diversity of actors and bodies, and to address food insecurity from a holistic perspective. Under the guidance of a consulting agency, mid-2014 two workshops were held in Arusha for preparation of a **joint programme document** by the five international partners and the BFFS service, in consultation with the main local stakeholders. In addition, each of the five international partners developed their own component proposal document which forms the basis for their contracts with the BFFS service. The drafting of the Maisha Bora programme was done gradually, based on the analysis of the problems of food insecurity in the form of the Context Analysis study undertaken in 2013, followed by the development and refinement of the components by the partners and their local partners in course of 2014 through a step-by-step way and based on a number of field visits, until the proposals were approved by the Minister. Throughout, the aim has been to align the Maisha Bora programme with the five objectives of the Vision 2025 document: a high-quality livelihood; peace, stability and unity; good governance; a well-educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. Maintaining close connections with national policy frameworks has been facilitated by having the Prime Minister's Office share the Maisha Bora Steering Committee (see under 3.3).

The rather long formulation process was also caused by discussions at DGD level whether the Maisha Bora programme would still take off now that there was a new policy on agricultural value chains¹⁴. After the arrival of the Enabel representation in Arusha it still took six months until the actual Memorandum of Understanding (MoU) with the Tanzanian government was signed¹⁵ (December 2015).

In the formulation process there was a lot of attention for synergies and complementarities between the partners / different components of the programme. The main decisions in relation to this were to focus on the same 15 selected villages using the official village structures (village committee and sub-committees), to use the same name for the programme to ensure a common identity and branding (the name 'Maisha Bora' meaning good life was chosen during the formulation workshops), to work with the same organised groups in the villages (e.g. women groups, youth groups, cooperative, income generating groups) and develop joint group mobilisation and training, and that all partners and local partners would participate in the coordination meetings at village and district level and the international partners only in the coordination meetings at national levels so as to jointly monitor, reinforce and deepen the collaboration.

In terms of design of the Maisha Bora programme, it was noted by the evaluation team that in the project documents the main focus is on bringing about change at household (or individual) level, plus in some cases also on supporting community-level institutions, but that there is less emphasis on capacity development or other support to district-level authorities and agencies. However, during implementation, there has been quite some

¹⁴ During the field mission it was learned that at some point in time in 2014, it was considered to stop the formulation process on Maisha Bora and cancel the project altogether.

¹⁵ Also it took some time to identify the best approach for the contractual framework between the Government of Belgium and the Government of Tanzania which was another reason for the delays that occurred.

emphasis on provision of training of district staff in the various sectors, so that in practice this element has become embedded within the work undertaken under Maisha Bora.

Another observation of the evaluation team is that, while the context study report and the ministerial decision to allocate financing to the Maisha Bora programme both clearly state a duration of five years, staff from Enabel and the partners have been stressing to the team that full-blown results cannot yet be expected at the end of the current 5-year period as the original intention has always been to establish a 10-year programme. While indeed it was the original intention for the overall BFFS programme to run at least up to 2020, this does not seem to have directly implied that the Maisha Bora programme and its components would get a total duration of 10 years. Given the rather high investment per household covered (€ 1526.91 per household for the current 5-year project)¹⁶, e.g. it could have been logical for the next phase to expand the programme to cover more villages, with or without adaptations in the package of services and support provided, or to consider (some level of) replication of the Maisha Bora programme in other districts in the two regions. Enabel indicated to the evaluation team that it could be considered to look for additional funding from Belgium or others for further support after closure of the Maisha Bora programme so as to ensure the sustainability of the results achieved.

A final observation in relation to coherence is that the Maisha Bora programme took off when the focus within the Belgian development cooperation policy framework already had shifted away from promotion of food security in remote areas as in the BFFS towards supporting more commercially oriented agricultural value chains in intermediary zones. Without doubt, it will have been demotivating for the Maisha Bora partners to find to implement a food security-oriented programme while at Brussels levels, there was less interest in their programme as it did not embody the new strategic directions.

In order to assess external coherence, it is required to determine the level of alignment with policies, strategies and actions of the main institutional partners. Within the Maisha Bora programme in Tanzania, these entail government agencies at national, regional and district level: the Prime Minister's Office, the Ministry of Agriculture, Livestock and Fisheries, the Regional Authorities of Arusha and Manyara; and the District Authorities of Longido and Simanjiro. At sectoral level, the Maisha Bora programme seeks good **correspondence with existing policy and strategy frameworks**. The Coordinator for the Maisha Bora programme from Enabel Tanzania has underlined the contribution of the Maisha Bora programme for fostering transformation towards a semi-industrialised economy, which is the goal of the Tanzania FYDP 2016/17 – 2021/22. In particular, the support to the livestock value chain development is being stressed in this respect, including the focus on high added-value quality production and processing for the middle class and tourist industry, while maintaining a strong link with food security, natural resources, and poverty alleviation. A concept note describing that strategy is under preparation as part of the capitalization and exit strategy of Maisha Bora, also in relation to the policy changes resulting from the 2017 Strategy Note on Agriculture and Food Security for the Belgian Development Cooperation.

At sectoral level, it can be noted that Maisha Bora has aimed to work on establishment of Community Owned Water System Organisations (COWSOs) which the Tanzanian Government is making mandatory, and to align with the newly developed National Multisectoral Nutrition Action Plan (NMNAP) 2016-21 as well as the Ministry responsible for health (MoHCDEC) Guideline for Councils for the Preparation of Plan and Budget for Nutrition. It is relevant to note here that some elements within the Maisha Bora programme documents were postponed / reconsidered. For instance, this was the case for the element on development of local water resources plans which were postponed in order to give priority to the actual improvement of access to water for villagers. The element is still taken up in the last part of the Maisha Bora programme however, among others as information for updating of the existing District Water Development Plans.

¹⁶ The overall cost per household has been calculated by dividing the total Maisha Bora project budget (€ 13,742,173) by the total number of households that are covered as per the project document (9,000).

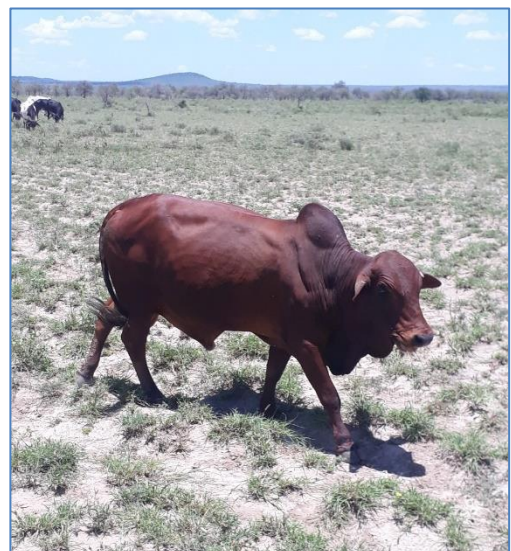
The Maisha Bora programme has aimed to foster **connections with other non-government activities in the same target areas**, in particular with the Nature Conservancy (TNC) which has a closely related project in some of the same villages and works with some of the same local partners. For the specific components under Maisha Bora there also are other links, like with World Vision and Oikos who are developing a leather centre in Keitumbene, the new Oikos project on support to the water technical centre in Orkesumet, the new Trias project financed by the EU Delegation to continue their work with business councils that was started under Maisha Bora.

The set of interventions within the Maisha Bora programme generally is rated to be in **correspondence with existing needs** among the local population of mainly pastoralists and agro-pastoralists in the 15 villages selected to be most food insecure is rated to be high. The programme focuses on 9000 households, in particular impoverished households, women and youth. The coverage rates within those target villages depends on the component:

- For the livestock component, there is great variation between the activities (chicken / goats, improved bulls, vet services, land use planning) with regards to the target groups;
- For the water component, 12 villages out of the 15 are covered; all households in those villages are benefitting plus also households from neighbouring villages;
- For the business component, a total of 298 VICOBA groups will have been formed by end 2019, with 6688 members of whom 81% are women.
- For the nutrition component, all schools in the 15 villages are covered, plus the full under-five population in all 15 villages for the annual nutrition assessment. For the coordination component, it is to be noted that the 15 villages fall within two districts and that these districts fall in different regions; all of these levels of government administration are covered.

Underneath, the relevance of the various components in relation to local needs is discussed with more detail:

- With respect to the livestock component, the Mid-Term Review (MTR) underlined the relevance of the work on land use planning but questioned the appropriateness of some of the choices made within the animal distribution interventions, both in terms of targeting and technical aspects. The evaluation has the same view. Further, the issue of commercialization of livestock and sustainability of grazing fields require more attention. The link between commercialization and livestock keeping is still weak given strong cultural preferences among the Maasai on holding large number of heads. There is no clear record on the trend and pattern of livestock growth. This has sustainability implications. Areas with suitable pasture lands as a result of putting in place land use plans attract external pastoralists. According to Maasai cultural norms it is immoral to deny one from accessing grazing grass. Secure access to different categories of land (for dry and wet season grazing, grazing for calves, and cropping) are key to the pastoralist livelihood. Traditional reciprocal arrangements between Maasai villages, districts and sections (and even neighbouring



countries) are under threat from external stakeholders. Pasture improvement is relevant, but probably more in an extensive form of over-seeding rather than complete ground preparation and bush fencing.

- For the business component, there is notable effort towards financial inclusion through VICOBAAs. Business trainings has been a motivational factor for positive changes in communities including: consumption smoothing; nutritional behaviour; saving behaviour; women empowerment; health and school outcomes of the children. There is insufficient outcome in terms of the link between livestock and business development. There is potential link between livestock and commercialization. Trias used (amongst others) a custom-made video and discussions to promote a more commercial approach to pastoralism (i.e. keeping less livestock but selling more often) but it has to be acknowledged that a change of behaviour which is so deeply engrained in the Maasai culture, will require a longer time-span.
- The MTR stated that there is insufficient focus on key livestock and staple food value chains in the area, upon which Trias conducted a value chain study in the beginning of 2018. The study recommended 2 business models (1 focusing on the Kenyan market and 1 focusing on the upmarket segment in Arusha, notably Meat King processing company), a recommendation that Trias took up which resulted in some successes (Longido traders linked to Kenyan buyers, linkage of Meat King to Kampani investment company, linkage of Arusha-based Meat King traders to TCCIA Arusha SACCOS and to traders from MB villages). If strategically targeted, district business strategies and cross-border market advocacy however can indeed contribute to the overall Maisha Bora objective, including through the approach to involve individual livestock traders which started in 2017 (in the first 2 years, the focus was to work with successful producer / fattening groups who served as examples to other livestock groups. From 2017, Trias identified and included traders from within and outside the MB intervention area in an effort to strengthen the whole livestock value chain). For the business groups, the rolling out of the four finance products has been focused. The scope of the other small income generating initiatives is rated to be too small to have influence on programme level food security objectives but nevertheless it is believed that the type of activities that were undertaken, including the more recent ones with a 'pro-poor focus'¹⁷, will have contributed to some improvement of the access to food.
- Without any doubt, the water component can be rated to be highly relevant for both districts. While the component was originally conceived as an intervention for livestock water, IDP has been able to also incorporate establishment of human consumption domestic water points. This has further increased the relevance for the villages, underlining the importance of this component within the Maisha Bora multidimensional approach for improvement of food security conditions. Having year-round access to clean water proved to be relevant in 2016 and 2017 when there was low rainfall / drought, but also in 2018 when rainfall was abundant and there were cholera outbreaks in Longido district.
- In the nutrition component by WFP, the focus is on dietary diversification, use of cleaner water, prevention and treatment of diarrhea, and increased awareness of HIV prevention. These issues are all pertinent in the local settings in the two districts chosen. The messages are delivered by community-based outreach workers, and there are various school-based activities including on WASH and vegetables and fruits gardening plus community kitchen gardens which however are constrained by limited water availability.

On the **internal coherence** within the Maisha Bora programme, it is relevant to note that the Mid-Term Review undertaken in 2017 recommended to the group of partners to jointly develop a **Theory of Change** for the Maisha Bora programme and to reach agreement on

¹⁷ Starting with 6 months of 'cash for work' activities followed by establishment of specific 'pro-poor' VICOBAAs.

the concomitant necessary changes in approach and the way forward. During a 3-day workshop held in January 2018, three key outcomes for the Maisha Bora programme were formulated together with the required behaviour and attitude changes, and other changes:

- 1 Communities are managing the land and natural resources sustainably and harmoniously
 - 1.1 Communities have sustainable access to sufficient water
 - 1.2 Land users follow agreed land use plan
 - 1.3 Communities benefit from natural resources
 - 1.4 Communities adapt to climate effect
- 2 People have sufficient and diverse sources of income
 - 2.1 People engage in different viable business types providing income / employment
 - 2.2 People sell their livestock at favourable prices (sufficient quantity / quality)
 - 2.3 LGAs create an enabling business environment (taxes, regulations, market)
- 3 Households are consuming an adequate and diverse diet and safe drinking water
 - 3.1 HH's are willing and able to buy food
 - 3.2 Communities access safe drinking water
 - 3.3 Communities adopt healthy behaviour

The increased emphasis on interlinkages is reflected in the set of intermediate outcomes within the improved indicator matrix for the Maisha Bora project (annexed to the Annual Report on 2018):

Result areas in the Maisha Bora project document	Intermediate Outcomes (IO) as per the updated monitoring matrix	Food Security pillar
Result 1: Households have <u>livestock resources</u> secured and can benefit more from different livestock products, with a major sub-result being sustainable access to adequate <u>water for livestock</u> is improved	IO 1: Communities have sustainable access to sufficient water	Utilization
	IO 2: Water management entities are implementing water management plans and enforcing rules	Sustainable development
	IO 3: Communities benefit from natural resources	Sustainable development.
	IO 4: Communities own optimum size of herds / livestock	Availability
	IO 5: Communities adapt to climate effect	Sustainable development.
Result 2: <u>Women, youth and households' income</u> are more diversified, secured and used to increase the quantity of food intake	IO 1: People engage in different viable business types providing income/employment	Accessibility
	IO 2: People have the skills and vision to upscale and understand the market for diversified businesses	Accessibility
	IO 3: People sell their livestock at favourable prices (sufficient quantity / quality)	Accessibility
Result 3: More households, and in particular more pregnant and lactating women and children under 5, <u>consume more diversified foods, use cleaner water, prevent and treat diarrhoea effectively</u> and have <u>increased awareness of HIV prevention</u>	IO 1: HHs are willing and able to buy food	Accessibility
	IO 1: Communities produce adequate food	Availability
	IO 2: Communities adopt healthy behaviour	Utilization
	IO 3: Communities access safe drinking water	Utilization

2.2 Coherence of the expenditures and budgetary allocations

As shown in Table 1 below on the **Maisha Bora budget**, within the programme the largest budget allocations are for the components on business development (Trias) and water (IDP), while the smaller ones are for the components on nutrition (WFP) and livestock / pastoralism (VSF-B). The coordination component amounts to close to 15% of the total programme budget, which seems within normal ranges.

Table 1 *Maisha Bora budget breakdown by partner*

Partner	Component	BFFS contribution	Partner contribution	% of BFFS	Total
BTC	Coordination	1,600.000 €	0	14,2 %	1.600.000 €
VSF-B	Livestock	2.161.308 €	381.406 €	19,2 %	2.542.714 €
Trias	Business	3.237.581 e	571.338 €	28,7 %	3.808.919 €
IDP	Water	2.712.462 €	478.670 €	24,1 %	3.191.132 €
WFP	Nutrition	1.599.645 €	1.039.763 €	13,8 %	2.639.408 €
Total		11.310.996 €	2.471.177 €	100,0 %	13.782.173 €

Source: Maisha Bora technical and financial document

A review of the main budget lines for the various components reveals the following picture:

- Livestock component has allocated 37,500 € equivalent to 32% of its operational expenses (total staff). While the expenditure is executed as per plans, there is a concern on sustainability or succession plan when Maisha Bora ends. There is possibility for such meetings to discontinue. On commercialization of the breeding scheme, almost equal budgets are allocated to cattle (48,616 €) and to goats and poultry (48,908 €). The interpretation to this allocation is that VSF-B banks more on short-term results given by goat and poultry as compared to the cattle. Staff salaries take a notable share (35%) of the livestock component allocated resources.
- For the Business component there is a similar allocation of 34.5% for personnel. Trias spends about 33% of its funds for operational expenses, which appears to be in reasonable range.
- For the water component, the proportion in the budget for management and operational costs for IDP and the local partners is relatively high at 56.2% as most expenditures on human resources from IDP and its partners to work with the communities. The allocation for construction works (combination of rehabilitation and establishment of new water works) amounts to 39.1% which is very reasonable. The budget for the other two components within the results framework are small only: 1.4% for development of water plans, and 3.2% for development of local water management capacities which by IDP is regarded as sufficient for effective good-quality work on these elements.
- Finally, for the nutrition component, the main part of the budget also is for personnel costs (57.9%) and for operational costs (28.5%). There was a small budget for investments (2.1%, primarily for purchase of a vehicle). As, this component is implemented by a multilateral organisation and its implementing partner, there is a surcharge of 7% for overhead costs.

2.3 Cross-cutting issues

Gender and human rights issues:

- The MTR mentioned that women's involvement in the activities within the Maisha Bora programme is high. Exchanges by the evaluation team with the Enabel coordinator for Maisha Bora underlined that indeed it is key to have a **gender strategy** for all components within the Maisha Bora programme, and that the programme is quite transformational on this aspect, especially given the male-dominated Maasai cultural context in the villages.
- It is relevant to mention that the Maisha Bora programme was selected by IFPRI (International Food Policy Agency) as one of 18 programmes/projects worldwide to participate in the development of a gender index (the 'Women's Empowerment in Agriculture Index' - WEAI¹⁸). Within that context, IFPRI commissioned a gender survey that included beneficiaries of the Maisha Bora nutrition component. In the study, both women and men were found to note a strong and consistent link between empowerment and economic capacity. For the respondents from Maisha Bora, an empowered woman e.g. was described as "*someone who can take care of her children and family by providing food, clothing, housing and education*". Also, it was found that Maasai women have almost no direct decision-making power over large livestock in the '*olmarei*' (homestead with a husband and all his co-wives and children) and at the '*enkaji*' level (usually one wife and her children) because livestock is culturally defined

¹⁸ The WEAI Index is a significant innovation aiming to increase understanding of the connections between women's empowerment, food security, and agricultural growth. It measures the roles and extent of women's engagement in the agriculture sector in five domains (a) decisions about agricultural production; (b) access to and decision-making power over productive resources; (c) control over use of income; (d) leadership in the community; and (e) time use. See: <http://www.ifpri.org/publication/womens-empowerment-agriculture-index>

as under men's control. Furthermore, it was found that in the Maisha Bora case in Tanzania, women were said to (normatively) have control over the income they earn from poultry, small livestock, or crop sales, but a number of women reported that they are, in practice, expected to hand it over to their husbands, pointing to the importance of a nuanced understanding of what is meant by "ownership" of assets.¹⁹

- In the VSF-B component on livestock development, it is assured that women participate equally in all steps of the land use planning process and are equally representation in the Village Land Use Management Committees and the Ward Land Tribunals. Under the livestock component, women groups are targeted for the small stock (chicken, goats), with the aim to assist them to generate revenues²⁰. Further, targeting the chicken for women is aimed to ensure nutritional uptake at household level and securing household assets such as cattle. In incidence of a need for small cash, household does not need to sell cattle. It can smooth its consumption needs by selling chicken or eggs. Women have managed to own titled land through the land use plan intervention and enhance their qualification to participate in formal financial markets by having immovable asset. VSF-B has supported and trained 102 Income Generating Groups with more than 2000 female members (98%), developing skills and access and ownership of small livestock. Further, VSF-B has successfully emphasized on the importance of having female trainers for the Pastoralist Field Schools. Also, as a result of ensuring communities/villages have land use plans, women have managed to access titled land, which increase their asset base and enable them to participate in financial markets such as accessing loans for business.
- In the component on business development implemented by Trias, some lessons were learned in relation to gender and equity aspects. A gender study showed high levels of gender discrimination among the Maasai, and indicated that providing women with access to income generation opportunities helps a lot to raise their influence on **decision-making about food, health care and education of the children**. The evaluation has found that women with access to income have been instrumental in expanding asset base of their households. They tend to use their incomes to buy durable assets for the dwelling. While the Village Community Banks (VICOBAs) mainly focus on women, the experience was that very poor people, especially widows, were often not able to join as they could not afford the contribution of 500 TSh per week. This led Trias to explore whether establishment of 6-month 'cash-for-work' projects like vegetable cultivation, tree nurseries and tree planting can be a solution. The idea is that half of the earnings will directly go into the VICOBAs as savings deposits so that it facilitates establishment of 'pro-poor' VICOBAs. The model has proven successful in 10 villages in Longido and Simanjiro and Trias intends to roll it out in the other villages.
- Within the water component implemented by Iles de Paix, the rehabilitation and establishment of some new domestic water points was among others geared to **reducing women's time investment in water fetching**, so that they can engage in other activities. The meetings during the field mission's site visits fully confirmed that improved access to water is important for **domestic hygiene**, and that it allows women **more time and better capacity to engage in income generation activities**. It is also expected to improve the attendance to school of children especially since they spend less time on supporting household to fetch water. The construction of 'nearby' domestic water points increases the chances of children going to school, as the older siblings no longer need to be kept at home to take care of younger brothers

¹⁹ Mainzen-Dick R, D Rubin, M Elias et al (2019), Women's Empowerment in Agriculture: Lessons from Qualitative Research, IFPRI Discussion Paper 01797, January 2019 Ref: <http://weai.ifpri.info/resources/discussion-papers/>

²⁰ In Maasai culture, rearing of chicken are not considered as "noble activities" and men therefore are not engaging in them.

and sisters while the mother on daily basis is queuing up for hours at the cattle troughs (within Maasai culture, the watering of the cattle is given priority so that women have to wait before they can fetch water for domestic use). Another point to mention here is that in the **COWSOs** it is obligatory to have 50% women, including usually the treasurer²¹.

- For the nutrition component, where the main focus is on awareness creation and behavioural change communication, it was found to be highly important to **involve males as in Maasai communities decisions are mostly made by men**. Extensive participation of women must be sought in all programme activities. Maasai communities are typically illiterate and with strong cultural values, which requires a careful approach to influence positive changes gradually and through well-respected 'change agents', close collaboration with the Maisha Bora Village Committees²²... and through use of culturally sensitive information, education and communication (IEC) materials.

Sustainable development issues:

- The Maisha Bora programme has taken advantage of opportunities for raising awareness on the theme of 'sustainable intensification' by developing a training manual on sustainable pastoralism and training partner staff as well as 48 traders on this topic. **Drought risk reduction** planning was found to have been implicit in many activities, but it could be made more explicit and mainstreamed, e.g. to look into the use of the food banks which are inherited from a previous project can have a role to attenuate sudden rises in the terms of trade or can be used to store livestock feed, and to look into the option of destocking at the onset of a drought and drought insurance systems. Nonetheless, the steering committee agreed to drop the activity of the food banks as efforts undertaken to make it work (as well government, cooperative as private sector based) proved unsuccessful.
- In the livestock development component, there is a lot of emphasis on **rational management of natural resources and adaptation to climate change**, which should be a key feature of the village land use plans aiming to reduce overgrazing and control environmental deterioration risks through increased vegetation cover and better animal husbandry practices. The same is also reflected in the activity on improving rangeland management capacities.
- The Mid-Term Review of the business development component revealed that food security primarily depends on the terms of trade (ToT) between livestock and food sales. In order to push these ToT in more favourable direction, it was found to be necessary to increase the scope of action beyond the village level, e.g. to expand the network of livestock traders that the business groups are trading and to look into options for cross-border trade with Kenya, and to stimulate new income-earning activities like e.g. beadwork handicrafts that can be sold on Arusha markets. In response, Trias started to work with livestock traders from Longido and Arusha towns and to look into options for cross-border trade with Kenya. Another type of income generation that is being explored is chicken rearing, which was done upon request by VSF/Heifer, so a direct result of the multi-actor approach adopted for the Maisha Bora programme. Maisha Bora works with TCCIA Arusha and Manyara to ensure business environment is improved including the ToT. However, it was found that all groups still had major production challenges due to high mortality of the chicken and thus did not yet qualify for the business development support by Trias. The request from Iles de Paix to provide business development support to a new water services provider centre was taken up by Trias amongst others through the involvement

²¹ M&E data provided by IDP shows that at the time of the mission, 49% of the COWSO members were women, and 38% of the positions of responsibility were held by women.

²² These village committees established by the Maisha Bora programme have 12 members, of whom at least 5 must be women.

of Trias business development advisor and the hiring a consultant for a feasibility study and linking the technicians to the TCCIA Simanjiro SACCOS so they can access a loan. Another point raised was the need to support the two districts on development of a disaster risk reduction strategy in which food banks could have a role. Also, environmental protection issues have come to the fore in relation to the leather tanning laboratory which the Trias component supports together with World Vision and Oikos, hence the environmental impact study which Trias facilitated and the trainings the group received in using natural ingredients for the tanning process.

- With regards to the water component, IDP indicated that decision-making on the **geographical location of the water infrastructure** to be rehabilitated/constructed has, among others, incorporated an analysis of risks for overgrazing and environmental deterioration. The aim has been to spread water resources and keep dams of relatively small capacity (not year-round), so as to avoid high concentrations of livestock and people. The IDP annual reports repeatedly stress the need for **sustainable water management mechanisms** with well-functioning COWSOs. Especially in 2018, good progress has been made on this element, and 2019 will be used for further support / consolidation of the COWSOs. From a sustainable development perspective, it was noted that water points for livestock in many cases also have facilities for tapping of water for human consumption as this dual purpose could motivate the villagers to ensure that the points will be well maintained. During the site visits as part of the country mission it appeared that in some villages there are issues with **maintenance / protection of the domestic water points**. This happens especially in case there is annual payment of the water tariffs so that there is no caretaker at the domestic water point, and also sometimes due to herds of elephants who in the night are coming to the water points and destroy the equipment. IDP acknowledged the issue and indicated it will look into how best to solve this problem.



3 Implementation of the programme components

3.1 Cost-efficiency

During exchange with Enabel, it was stressed that certain levels of inefficiency have to be accepted when the focus is on such **remote villages in a difficult geographical area**. Also, it was noted that, in order to increase the chances for sustainability, there is a need to carefully go through a participatory step-by-step process, which thus makes the programme less cost-efficient. In short, for such local food security programmes, there always is a **trade-off between efficiency and sustainability**.

The overall perception from the side of the Enabel staff interviewed was that, even though there is no clear benchmark, the Maisha Bora has a reasonable level of efficiency, with variations however between the different components. The efficiency of the implementation of the programme is highly dependent on **effective collaboration and communication mechanisms** between the five participating agencies, and also between the local partners involved. With a strong coordination function implemented by BTC, it is aimed to achieve high programme efficiencies through a having a clear and central point of contact with the donor, Steering Committee, and regional, district and village authorities. Furthermore, the aim is to achieve financial efficiencies by a **shared mechanism for collection and sharing of information** (one baseline, one mid-term review, a joint theory of change, combined programme level monitoring and reporting, and one final evaluation). Another element to mention is that four of the Maisha Bora partner agencies share a **joint office in Arusha**, which brings major efficiency gains.

It was mentioned by Enabel staff that a separate coordination component in the BFFS programme in Tanzania has obviously brought an additional cost, especially as for Enabel it is a stand-alone activity as there are no other projects in the same regions, but that it has also led to extra benefits and lots of learning. If the coordination role would have been combined with a technical role (as in BFFS programmes in some other countries), this would have led to higher levels of efficiency. The budget for coordination (BTC component) within the Maisha Bora programme amounts to 14% of the total, which according to the MTR report is mainly explained by the specific request by the BFFS service to BTC to assign a full-time international staff position in Arusha. While the proportion is in line with management costs of many similarly complex programmes of this size, the nature of the Maisha Bora programme with separate contracts for each international partner together with the contracts with the national partners has resulted in significant additional management costs. The combined Maisha Bora coordination and management costs thus are rated to be relatively high.

Within the livestock component, costs-efficiency has been affected by the fact that considerable investments were made in **procurement of animals for distribution to beneficiaries** which has not led to the expected results. Many of the breeding bulls that were distributed died after a couple of months, and also the results of the distribution of chicken and goats to women's groups have not been considerable during the first years of the Maisha Bora programme. Adjustments had to take place with respect to chicken and goat components. At first, the programme came with the idea of closed range feeding of chicken but that proved to be a failure as chicken mortality was very high. Later, the open range system was adopted and things settled. It forced VSF to do a second distribution of the chicken to the community groups. The goat component is yet to prove success as the mortality rate is high. Scarcity of extension/veterinary services is said to have contributed to the outcome with respect to the goat component. Despite these challenges during Year 1 and 2, notable and promising progress has been recorded in Year 3 and 4.

For the implementer of Business Development component, the running costs are within range with other partners under Maisha Bora where around 68% goes into running cost and the rest into investment. The major challenge observed during the evaluation is on the absorption capacity among beneficiary groups. There are limited monetary activities in most of the areas within the 15 villages under the programme. This limits the uptake of

the financial products offered by Trias. Also, the poor link between the business development and the livestock component within Maisha Bora hinders the absorption capacity and calls for further analysis on appropriateness of the livestock financial products.

In the water component, the allocation for construction works (combination of rehabilitation and establishment of new water works) amounts to 39.1% which is very reasonable. In terms of the construction work, IDP has been able to complete the programme beyond the original plan which has increased the cost efficiency ratio. This was possible by shifting to undertaking **more rehabilitation projects and less new construction**, which was fully in line with community preferences and was done in close coordination with the District Water Engineers. While the budgets for the development of water plans and the development of local water management capacities are small only, according to IDP the funds are sufficient to do a good job. It was aimed to reap synergies with the livestock component through consultation with VSF-B on the **best location of the water sources** to be newly constructed, and for **sensitization / mobilization of the communities**. Similarly, synergies were sought through aiming to **connect established village water systems to the schools and health centres** with which WFP works, including a study on the most suitable water treatment technology for these centres. Finally, Iles de Paix also connected with Trias for **business skills training of local water technicians** and for the establishment of a **WASH Service Provider Center** in Simanjiro district.

Within the nutrition component, most of the budget went to personnel and operational costs, but that is fully in line with the nature of the activities undertaken within this component. The aim is to build on the achievements of the other components (water, livestock, business development), and to exploit synergies where possible. This e.g. was done by efforts to **link the established home gardens with business training** implemented by Trias and, vice versa, by WFP-organised **nutrition sensitisation talks for the poultry rearing groups** established by Trias. Another clear area of convergence for WFP is with IDP on planning of water resources facilities that can also benefit human consumption needs for safe and clean water.

3.2 Monitoring, evaluation and learning

The evaluation of the Maisha Bora programme identified a couple of **central lessons / points of attention** around the overall need for a **more explicit programme logic (or Theory of Change)** that will bring increased focus and coherence:

- Establish clear links across outcomes and partners, among others for streamlining of messages to the communities on the inputs the programme will provide, transformation mechanism of the inputs (processes) and expected outcomes.
- Promote well-designed land use plans for reaching higher food security outcomes and environmental sustainability
- Foster good sense of ownership among beneficiaries of programme outputs like water infrastructures, breeding bulls and other livestock,
- Adopt differentiated approaches for different segments in the population (e.g. the poorest, those with different herd sizes, most remote areas; provide access to chicken and goat to women to overcome cultural barrier of livestock ownership were cattle in Maasai communities are seen as men property), and to build these on participatory action research in which communities are more engaged
- Establish a clear link between livestock and business component is crucial for the uptake and sustainability of poverty reduction and environmental outcomes

- Investment in veterinary services is essential for the performance of livestock component and business development in livestock and its associated products
- The VICOBA proves to be a good entry point for financial inclusion especially among the poor, women and youth
- Engagement of sectoral ministries from the design of the programme is essential for better understanding of sectoral strategic direction and effectiveness in aligning with national development priorities

Another lesson from the Maisha Bora programme is on **monitoring and evaluation**. Significant effort was put into developing a comprehensive programme-wide monitoring matrix with indicator suggestions from different partners. It seemed however to have become too complicated, with too many indicators on activities, outputs and outcomes. The Enabel programme coordinator for Maisha Bora indicated that from the first year of implementation onwards, efforts have been undertaken to consolidate the monitoring matrix as indeed it was too complicated. For the upgraded programme matrix adopted from 2018 onwards a shift was made to include the higher-level indicators only. The evaluation team found that partners each have their own project documents and logframes²³, and that this resulted in sets of indicators that largely are overlapping with the overall programme logframe (which is good) but also with some inconsistencies, especially as a unified overarching Theory of Change was missing when each partner was drawing up its own project document and logframes that forms the basis for the contract with DGD. In the Annual Report on 2018, a simplified programme level M&E matrix was presented, , with fewer SMART indicators focusing on outcomes that relate to the programme logic (or a Theory of Change). An effort was made to update the indicators matrix in such a way so that it would provide a sound basis for the end-line study that will take place in Fall 2019. It is noteworthy in this respect that in their annual report on 2016, WFP already identified a **need to consolidate the logframe** for the Maisha Bora programme at large. Their focus was on trying to obtain a good overview of the nutrition indicators and how these are influenced by indicators for the components implemented by the other partners. It was suggested to also include some qualitative indicators to capture the positive outcomes in the communities and to measure spill-over effects to household's nutrition choices in non-beneficiary villages. In particular after the MTR a couple of these issues have been taken up.

A key lesson from the livestock development component is that **local land use planning** is an essential step to assure integrated planning of land use at community level. Another lesson is that success of bull breeding programme requires medium to long-term period before its impact can be observed.

In 2018, it was attempted to further engage with the **district and regional Disaster Risk Reduction (DRR) planning** process to identify where value can be added by the Maisha Bora programme to mitigate the impacts of drought. Further exchange and collaboration between actors at district – regional – national levels were found to be required, e.g. through simple online platforms, organization of regular meetings, etc. Getting approval of legal documents at the appropriate levels remains a long process however with major bureaucratic hurdles.

²³ Each agency is contractually obliged to annually report to DGD on progress made on the set of logframe indicators within their project document.

The quality and regularity of the assistance provided by the **Pastoralist Field School (PFS)** trainers and the Livestock Extension Officers determines the level of success of the poultry and goat groups. It works best if the PFS trainers are combining their activities with other roles, e.g. as Community Animal Health Worker (CAHW) and/or nutrition outreach worker, which also contributes to sustainability.

The MTR for the business development component revealed that **very poor people, esp. widows are not able to join the VICOBAs** as they cannot afford the weekly contribution. It was discovered that the key issue in relation to food security is the terms of trade between livestock sales and food commodity prices. Trias has realised that the scope of the current set of interventions is not enough to tackle the terms of trade issue, and that there is a need to somewhat reorient the content of the capacity development activities of small businesses. Business groups can be stimulated to link with livestock traders from outside the villages, and expand to new activities like production of beadwork that can be sold to tourists on Arusha markets. The recognition of the importance of the access to food has stimulated Trias to connect with WFP to get a better idea of food availability in the area and help them to identify what Trias could do to improve this in the two districts.



In the water component, it was learned that it can be a real **struggle to get the financial contributions from communities for the rehabilitation or construction of water infrastructures**, especially in times of drought when parts of the herds are lost and a large part of the community temporarily migrates to other areas to find pasture and water for their livestock. As a solution, the District was involved to collect contributions which is a regular approach for water works under the Government, and it was decided to shift to an approach where the actual work on the water infrastructure would only be started up when 50% of the contribution had been provided upfront. A second lesson was the struggle to **establish the water committees (COWSOs)**. In some cases, interim water committees were established in order to at least make some progress towards local institution building. A third lesson learned was about **involving the traditional leaders**. They are very influential and respected and are willing and able to convince the communities. Over 2018, IDP together with OIKOS and LCDO have managed to develop their knowledge and expertise on water resources management, among others through seeking technical support from other agencies with skills in this area, like the Water Services Facility Trust and Karatu District Council.

For the nutrition component, efforts were undertaken in 2018 to prioritise a **small number of achievable and culturally attuned behaviour changes on nutrition / WASH / HIV prevention**. It was recognised that community participation is essential during all stages of the component including planning. Community expectations must be managed and commitment and trust between the communities and programme partners needs to be continuously fostered, with respect for local indigenous knowledge and practices. A lesson learned in course of 2018 was that further progress on spreading SBCC can be made through engaging village leadership and other influential people within the Maasai communities. The involvement of the Maisha Bora Village Programme Committees in monitoring and follow up of programme activities is regarded to be a best practice within the Maisha Bora multi-actor programme approach that promotes community ownership. Another key lesson learnt was that, there are interdependencies and synergies between the various components within the Maisha Bora programme and that some joint activities can be implemented that involve two or more partners.

3.3 Specific institutional arrangements

The Maisha Bora programme has a **Memorandum of Understanding (MoU)** between the Kingdom of Belgium and the United Republic of Tanzania that was signed in December 2015. In addition, there are **district-level partnership agreements** between the Longido and Simanjiro District Councils and the five international partners that were signed in June and March 2016 respectively.

At national level there is a **Maisha Bora steering committee** co-chaired by the Prime Minister's Office and the Belgian Embassy. Participants in the Steering Committee include representatives from the Ministry for Livestock and Fisheries Development (MLFD), who were put in charge for follow-up of the Maisha Bora programme in the field, the President's Office – Regional Administration and Local Government (PO-RALG), the Tanzanian Food and Nutrition Centre (TFNC), Region of Manyara, Region of Arusha, District of Simanjiro, District of Longido and members of the five international partners. The steering committee has met five times (in August 2015, February 2016, February 2017, April 2018 and March 2019), and provides minutes with clear decisions. Annual progress reports for the Maisha Bora programme are prepared by each partner and then consolidated by Enabel into an overall Maisha Bora programme annual report and these reports are shared with the Steering Committee and the BFFS service. However, it needs to be noted here that actual programme implementation to a large extent has been determined by the contractual obligations that each partner signed up for with DGD.

The Maisha Bora programme brings together a **wide set of actors**: 5 international and 11 local partners (some of them actually international)²⁴. BTC/Enabel has a central coordination role, and should foster good external and internal coherence, induce cooperation between the four other components so as to increase implementation efficiency. However, it was stressed by the Enabel programme coordinator that within the multi-actor set-up of the Maisha Bora programme with separate contracts for each partner, alongside a Joint Partnership Framework agreement that was signed by the five international partners to formalize the commitment to work as one in an integrated programme, their role rather is to be a facilitator of dialogue and exchange than to take the lead. For the programme to be effective and efficient, it has been aimed to organise regular concertation and build a spirit of good team work. This has been shaped in the form of joint implementation meetings with all partners (these meetings have been well documented with clear sets of action points), bilateral meetings between partner agencies on synergies between the components, and through undertaking of joint field activities. Also, it has been helpful for internal communication and consultation that most of the Maisha Bora partners are all having their office within the same building. Echoing the MTR report, it certainly can be repeated here that the overall coordination has been good, and that there was enough willingness among the different partners to collaborate. However, in all honesty it also should be mentioned that for day-to-day management the main orientation for each agency has been on the implementation of their own work plans, and that for their local partners logically the main orientation has been on the agency that was contracting them. With the increased pressure in course of 2018 on each of the components to deliver all results before the end of the programme, a tendency was observed for each agency to primarily focus on their own work plans. Despite all good intentions, the bottom-line seems to be that collaboration between the agencies involved in the different components did and does not come about naturally. As evidenced by the detailed synergy matrices that were developed after the MTR, it continues to require specific efforts to make partners effectively collaborate as this otherwise would not happen.

²⁴ VSF collaborates with HEIFER International Tanzania (HITz) and Ujamaa Community Resource Team (UCRT). Trias collaborates with, Pastoral Women's Council (PWC), MWEDO, MVIWATA Arusha, Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) Arusha and TCCIA Manyara and Longido Community Development Organization (LCDO). IDP collaborates with two local partners: Longido Community Development Organization (LCDO) in Longido and Oikos East Africa (OEA) in Simanjiro. WFP collaborates with Childreach Tanzania, which in practice has been the main partner interacting with the other Maisha Bora agencies as WFP does not have a field office in Arusha.

The '**one programme – many partner**' design of the Maisha Bora programme is deemed appropriate for a complex, multi discipline programme. It can be remarked that the specific set-up has allowed for high levels of autonomy for each partner who then should be united through a shared vision and a common set of programme objectives, and clear understanding how each component contributes to that.

The main lesson from the Maisha Bora programme seems to be that, despite a focus on synergies and complementarities between the various components from the programme formulation phase onwards, it has remained challenging to ensure that this would indeed materialise. The main focus for each partner has shown to easily drift towards its own package of activities rather than continuous orientation on the total sum of interventions and the changes that the package is expected to bring about. More specifically, it can be mentioned that, as it took some time for the Maisha Bora programme to take off, most partners in the first years of the programme tended to focus on catching-up their own activities rather than looking for opportunities for synergy together with the other partners. However, while it is also true that the synergies increased after the SWOT workshop which was done end of 2016, at various occasions, progress on implementation of one component was slowed by because of the dependency on the results to be produced by another component. Having said that, it also is fair to underline here that the level of joint planning and efforts to reap synergies significantly improved after the Mid-Term Review and the Theory of Change workshop early 2018. This change was clearly evidenced by the results of the group assignment on synergies and linkages within the Maisha Bora programme that was done as part of the debriefing workshop at the end of the country mission to Tanzania (results are available in Annex 5 and 6).

As coordinating agency, Enabel has successfully encouraged the partners to reflect on and consider synergy opportunities, which were seen to be increasing over time. During talks prior to the mission, Enabel mentioned that it was an initial concern how to collaborate with WFP as it was the only international partner within the programme without full-time presence in Arusha. However, in practice this has not caused any major hindrance in terms of knowledge sharing and support, and WFP/Childreach have consistently been very keen and helpful in looking to work with the other partners. WFP/Childreach also accepted the recommendation from the MTR to narrow the scope of the SBCC work to some priority messages, and to intensify integrated work with the other partners under the Maisha Bora programme. It is gratifying to highlight here that during the workshop at the end of the country mission it was highlighted that from the side of the nutrition component a lot of effort has been made in 2018 to make the other components 'nutrition-sensitive'. However, it is coming out clearly from this evaluation that a programme contracting model with individual contracts between the international partners and the BFFS service, in combination with the co-financing arrangement (15% contribution from partners), obviously has led to severe limitations in terms of programme flexibility / adaptability, and may also have increased management costs.

For most of the components within the Maisha Bora, partner agencies have built **connections with technical support agencies and sectoral actors** in order to obtain specific technical advice and for coordination purposes. Particularly good connections have been built by Enabel with the district authorities in Longido district and Simanjiro district, the Regional Authorities in Arusha region and Manyara region, the Ministry for Livestock and Fisheries Development (MLFD), and the Livestock Department within the Prime Minister's office. Each partner furthermore has its own links within the sector(s) they are covering. E.g. WFP has sought the inputs from the Tanzania Horticultural Association (TAHA), the African Vegetable Research Development Centre for Eastern and Central Africa (AVRDC), and has consulted Crop Bioscience solution regarding the construction of greenhouses and cultivation of orange-fleshed sweet potato. For the design of the nutrition component, WFP also consulted the Tanzania Food and Nutrition Centre (TFNC) and with the Mwanzo Bora Nutrition Programme (MBNP)²⁵.

²⁵ The MBNP was a USAID-funded national project implemented by Africare on reduction of stunting and anaemia during the first 1,000 days.

Building on the strength of a single 'brand', all components under the Maisha Bora programme have sought **embedding within existing local and national governance structures**, at all of the levels: with the Village Council, the Ward Council, the District authorities, the Regional Authority and the National/Sectoral level. In order to improve coordination of all development project in their area, as part of the Maisha Bora programme, on-the-job training has been done of focal persons from districts, regions and ministries. The detailed activity plans for Maisha Bora were fully integrated into the ones of the districts, so that they could do top-down checks on alignment with GoT policies and action plans, and Maisha Bora partners could provide bottom-up feedback to feed the policy dialogue with field-level observations and learning.

It was noted that in the MTR, the quality of the coordination on the village level was rated by the MTR as variable, mainly because of mixed involvement of the Maisha Bora committees despite good involvement of village leaders and the Village Council chairpersons.

- For this country case study, the interactions with the village level have been too short to be able to have an informed opinion on this matter. However, at face value it seemed to certainly have made sense to bring the various components within the Maisha Bora programme together through local Maisha Bora committees as local entry points for all of the activities undertaken.
- At district levels, the programme has managed to establish good relationships with the specific Maisha Bora focal points within the District Management Teams, which the MTR rates to be very instrumental for communication, monitoring and problem-solving functions. For instance, the livestock component under VSF-B has fostered high level of participation and engagement of the district Livestock and Lands Departments, and of Ward and Village extension officers in the follow-up of activities. Similarly, the IDP water component has sought cooperation with the district Water Engineers and the district Community Development workers. IDP served as the main linking pin but the local partners LCDO (Longido district) and OIKOS (Simanjiro district) were encouraged to also regularly share information with the District Council. The work by Childreach under the nutrition component has helped to revitalize the District Nutrition Steering Committee in both districts, as main multi-sectoral platform for coordination and exchange.
- At regional level, the Maisha Bora programme has supported stakeholder meetings in Arusha and Manyara regions which have helped to bring actors from the different sectors together to discuss policy aspects and operational challenges and actions to be taken.
- At national level, the link is through the Steering Committee chaired by the coordinating body of Government activities, the Prime Minister's Office with relevant sectoral ministries as the members of the committee.

Most of the components within the Maisha Bora programme are of a **community-based nature**, with the establishment of local management committees as a key element, e.g. the Community-Owned Water Steering Organisations (COWSOs) for the water component, and the schools, community and Local Government Authorities (LGA) for the nutrition component.

Another specific feature of various components (livestock, business development, nutrition) is the use of a **group approach**. Training and quality assurance are ensured by **village-level workers** who often combine various roles (e.g. Community Animal Health Worker and a male and female Nutrition Outreach worker per hamlet).

4 Results of the support: results accomplished and main success factors

In order to be able to provide a voice to the partners in the Maisha Bora programme, as part of the debriefing workshop at the end of the country mission to Tanzania, some specific group exercises were done. In one of them, the partners were grouped per 'sectoral component' and then were asked to prepare a listing of self-perceived key lessons learned and key achievements for their component. The formats to be filled were structured in the 'households and individuals' level, the community level, and the level of the district including public sector service providers and private sector. For each of the component, well-detailed lists of bullet points were developed; the tables are attached as Annex 4.

In the livestock component implemented by VSF-B, the following results have been achieved:

- **Access and use of livestock resources**: the Village Land Use Planning process was implemented in all 15 villages, with all steps including boundary demarcation, delivery of certificates of customary rights of occupancy, and development of village-level grazing management plans. The local partner UCRT participates in the national Task Force on Land Use Planning and has contributed to the finalisation of the national Land Use Planning strategy and the development of an action plan. While further advocacy work and deeper discussions on environmental management, including on livestock numbers was absolutely relevant, because of the drought, little progress unfortunately could be made in putting this in practice through the pasture improvement activity on the demonstration plots near the villages. The pilot plots either could not be seeded, and those that were seeded did not establish well. It is also important to take stock, at least in estimates, of the potential number of livestock and growth trends. Currently, it is unknown which thus makes land use planning rather arbitrary. A combination of livestock commercialization and traditional keeping of herds can yield optimal outcomes in land use management.
- **Improved productivity and quality of animals, and safety of their products**: The main activities are introduction of improved cross breeds (cows, goats and poultry), organizing exchange visits, training & follow-up to improve animal husbandry practices (among others through a Pastoralist Field School – PFS- approach), improvement of community based animal health services, and improvement of spraying/dipping systems in the targeted villages. It is recalled here that the MTR rated the level of results that had been achieved as poor, due to technical challenges in relation to veterinary diseases, two successive years of low rainfall, and not enough technical focus in the PFS. The integrated Maisha Bora progress report for 2017 mentioned that 85 improved breeding bulls were procured and distributed to sub-village breeding committees (66 in Simanjiro; 19 in Longido). There was high mortality (10 bulls died in Simanjiro as a result of disease, snake bites and lion attacks, and 13 in Longido as a result of starvation). A need was identified to adapt the communal ownership and management system for these breeding bulls. Further, the number of bulls provided is too small to bring immediate impact. It serves well to demonstrate a case but for sustainable impact, some aspects of commercialization where number and access of bulls needs to be improved under the management of communal groups. In the goat breeding programme through women groups, 350 offspring were distributed to individual members in course of 2017. One of the recommendations of the MTR is to better target the goats at the poorest, and build on traditional ways of doing this (*Ewoloto*). Nearly 100 women groups have been established for chicken rearing, but this element is less successful with many groups experiencing low incubation and high chicken mortality rates, among others due to difficulty to access maize bran for supplementary feeding. A network of 42 Community Animal Health Workers (CAHW) has been put in

place and 6 of them received technical and business training from Trias to improve their vet shop business²⁶. More extension support is needed as the goat programme has recorded high mortality and abortion rate. Due to the drought, beehive colonisation has been low and little honey was produced.

In the Trias component on business development, the following results have been achieved:

- The work around the VICOBAs is successful and a significant contribution to the Maisha Bora objective, including the more recent activities with establishment of 'pro poor' VICOBAs groups. However, the issuing of the credit funds experienced delays, one of the reasons being the lack of availability of micro-finance service providers in the area. It thus was challenging to administer the credit funds in responsible ways. Nevertheless, despite many bureaucratic hurdles, Trias' partner PWC successfully established a new micro finance institution (MFI) called Engishon which is providing small and medium-sized loans and is expected to be sustained after the Maisha Bora programme has ended. In addition, Trias helped to form a new SACCOS²⁷ under TCCIA²⁸ Simanjiro and further strengthened 2 other SACCOS in the area (TCCIA Longido SACCOS and KIPOK SACCOS), effectively improving access to credit in a severely under-served area. In Simanjiro, a solution was found in engaging a local financial services provider called FINCA (after other banks like CRDB and NMB were not ready to take the risk). Due to the underspending on the credit funds budgetline, Trias requested DGD to a reallocation of part of the fund (20%) to operational costs. The integrated narrative report for 2017 prepared by Enabel mentions that the micro-finance strategy was elaborated in collaboration with DED, focal persons, local partners, Trias and Enabel.
- The **other income supporting activities** of Maisha Bora have been insufficiently focused on the key livestock and staple food value chains that underpin the programme logic: higher and resilient livestock production → increased income → more nutrition and health expenditure → better health. Following the value chain study that was conducted in the beginning of 2018, Trias worked on the 2 recommended business models (1 focusing on the Kenyan market and 1 focusing on the upmarket segment in Arusha, notably Meat King processing company), which resulted in some successes (Longido traders linked to Kenyan buyers, linkage of Meat King to Kampani investment company, linkage of Arusha-based Meat King traders to TCCIA Arusha SACCOS and to traders from MB villages). Although Trias worked with successful producer and fattening groups in the first 2 years of the programme to spearhead livestock marketing and commercialisation, from 2017 Trias also involved 48 traders from the intervention area who were exposed to various trainings (livestock husbandry, participative market research, entrepreneurship training and ecology training). To what extent this group of potential role-models managed to promote a behaviour change in the wider community remains to be confirmed by the final evaluation".
- The number of women who are financially included has increased. The cornerstone in the programme is the **VICOBA (Village community Bank) intervention** which by end of 2017 already achieved to support 265 groups (5,598 members) and by 2019 a total of 298 groups have been formed with 6,688 members of which 81% are women. In line with one of the key recommendations in the MTR, through addition of 'pro poor groups' it has been ensured that VICOBA groups include the poorer households and that the poor get access to the capital injection benefits. The implementation of P1 (a credit product designed for VICOBAs) started in 2017, alongside a package of

²⁶ The MTR mentioned that the CAHWs need further coaching in technical and business skills which indeed was undertaken in 2018, with support from Trias.

²⁷ Saving and Credit Cooperative Societies

²⁸ Tanzania Chamber of Commerce, Industry and Agriculture

standardised business trainings of which 1943 people benefitted. It was learned that credit needs are highest in December and January when new livestock is being bought. It was observed that the absorption capacity of VICOBA is limited by low monetary activities in communities forcing members to operate with small-scale loans.

- **Capacity building** in both districts was a key activity: in each district, the capacity of the two district-level TCCIAs has been greatly improved, and a key channel for provision of access to business development services thus has been established. Also, capacity building activities were done for the six local partner organisations. District business strategies have been developed for both districts. Capacity has also been built at VICOBA level where basic financial literacy was provided to the members to ensure effective management of the groups.

In the IDP's component on water resources, up to end 2018 the following results have been achieved, in close collaboration with the District Water engineers, the District Community Development Officers and the Maisha Bora focal persons in the villages:

- The element on **livestock water resources development plans** was not taken up in the first years of the Maisha Bora programme as the communities indicated to give priority to the rehabilitation / establishment of water infrastructures first. The decision to postpone this element was validated by the Maisha Bora Steering Committee. Early 2018, a workshop was held to define the best strategy: either to focus on village-level water development plans, or to support districts to update and detail the District Council Water Supply and Sanitation Development Plans (DCWSSDP). It was agreed that focus will be on water plans for each village, which will be one of the main tasks for 2019, in close collaboration with the District Council Water Department officers. The exercise will build on the most recent water diagnosis reports in combination with the village land use plans (VLUPs) that are to be produced under the Maisha Bora livestock component.
- In twelve villages out of total of fifteen covered by the Maisha Bora programme the **access to water** has been improved: Technical studies in collaboration with the Water Departments of both districts laid the basis for the subcontracting of the construction work. By December 2018, all construction work was completed, and the number of works undertaken was beyond the original plan. A total of twelve existing water sources in nine villages have been rehabilitated, extended and/or strengthened (reaching out to 6,141 households), while in three of them plus three other villages a total of 9 new water sources have been constructed: six productive boreholes²⁹, one gravity scheme and two dams (reaching out to 4,783 households). Collection of the financial contribution from the side of the communities (in line with the Tanzania Water Policy, this is 10% of the total amount up to a limit of TSh 10 million) is continuing; some villages have already contributed all or nearly all of the amount, while others are still lacking behind and will need to be pushed to mobilise their contribution before the end of the Maisha Bora programme. Monitoring of the performance of the installed systems (water tanks, cattle troughs, domestic water points) will continue up to the end 2019, with progressive involvement of the local operators.
- Mechanisms for **sustainable management of water sources** have been established in seven villages: six Community-Owned Water System Organizations (COWSO) and two dams committees. The approach is to build on traditional management practices and combine these with the guidelines from the Ministry of Water including legal registration and training on maintenance and repair of the water sources. As communities were obliged to migrate far

²⁹ From among this total, two boreholes have been drilled but they are not yet developed. The District of Simanjiro has committed itself to taking care of the establishment of the infrastructure.

away to look for water and pasture, limited progress could be made in 2016 and 2017 on the establishment of CWSOs and supporting community-level reflection on sustainable water sources management systems. In 2018 however, there has been intensive focus on mitigation of some key challenges and reluctances in order to establish a truly sustainable community-based water management system, and CWSOs have been established / supported in six villages in Longido district and four villages in Simanjiro district. By end 2018, CWSOs were collecting tariff for operation in seven of the villages. For 2019, the main emphasis will be on further support to the CWSOs in order to ensure they all will be fully functional by the end of the Maisha Bora programme. In 2018, three local technicians and 16 operators have been trained on technical skills for the running and the maintenance and repair of the water systems. As a last element under the water component in order to improve sustainability, a WASH Service Provider Center is being established in Simanjiro district which can be called upon (against payment) by the local operators / communities.

In the nutrition component implemented by WFP, the first year of operation focused on undertaking of nutrition assessments (community-based surveys for children under five years of age and pregnant and lactating women, and surveys at schools for children in school) to establish a baseline as input for planning and decision-making, and on building the foundation and institutional links for implementation of the activities which have largely remained the same across the five-year period, but from 2018 onwards there has been increased focus on insertion of nutrition messaging through the other components in the Maisha Bora programme:

- **Community-level nutrition awareness raising / social behavioural change communication (SBCC)** on the importance of a diversified diet is reaching out to households through community outreach workers and community health clubs. The integrated 2018 progress report by Enabel mentions that a total of 4724 community members (both districts together) had been sensitised on nutrition, WASH and HIV and AIDS prevention. The MTR mentioned that there was some behaviour change adoption, e.g. on vegetable cooking and feeding eggs to children, but stated that it was not clear whether this was enough to achieve the Maisha Bora objective on promotion of and adequate and diversified diet. However, it should be realised here that the lower than average rainfall levels in the period 2016-2017 had a negative impact on food availability and prices and led to increased mobility; these two factors together might have resulted in reduced household food diversification. In 2018, the nutrition SBCC materials have been reviewed and a smaller set of key messages was developed and adopted. Also, additional efforts were made to reach out with SBCC messages to other target groups in the community like men peer groups and influential people. The results of the household survey will have to be awaited in order to have clear information on how successful the nutrition component has been in terms of changing food and nutrition behaviour.
- School health and nutrition through training of school management teams on the promotion of more diversified school meals including animal products and vegetables; support to vegetable production through establishment of community demonstration plots and home vegetable gardens (46 resp. 65 by end 2018); establishment of school gardens with orange-fleshed sweet potatoes with rainwater harvesting tanks and installation of greenhouses (21 by end 2018) and school fruit trees farms (14 by end 2017; no figures were given for end 2018); support for establishing hand washing stations in schools (17 schools by end 2017); and organising interschool competitions inviting school nutrition and health clubs to share SBCC messages through creative activities such as songs and drama.
- **Increased awareness and capacity on nutrition within local institutions:** initiation of mobile clinics visiting remote hamlets to provide basic health and nutrition services in line with the standard of care in Tanzania;

training of District Nutrition Officers (DNOs) on Essential Nutrition Actions and priority nutrition indicators to be monitored; support to the revitalisation of the District Nutrition Steering Committees (DNSCs), responsible for planning, budgeting and monitoring of nutrition interventions and training of District Nutrition Officers and Health Officers on priority nutrition indicators to improve provision of nutrition services. Potential impact accomplished and principal success factors.

In the design of the Maisha Bora programme, the **overall objective** is to promote higher and more secured income used for nutrition and improved local availability of food for 9000 households in 15 villages in Simanjiro and Longido districts, in particular for the 40% of impoverished households, women and youth.

In the 2018 Annual Report, an updated monitoring matrix is presented where this objective is broken down into three key outcomes:

- People have sufficient and diverse sources of income
- Households consume an adequate and diverse diet and safe drinking water
- Communities manage the land and natural resources sustainable and harmoniously

For each of these key outcomes, and the intermediate outcomes below them, priority indicators³⁰ have been formulated that are to be measured in the end-line study (household survey in September / October 2019). As results of this impact measurement only become available by the end of this year there currently is no firm basis for assessment of impacts that the Maisha Bora programme will have achieved by the end of the 5-year period. However, repeating what was already stated In the MTR report, the prospects for potential impact are good: *"The multi-partner, one programme approach, with potential for synergy between various components, is appropriate to achieving the overall objective. Significant progress is being made by the different components and along with the recommendations in this review, the overall impact should be satisfactory, although the limited two years remaining is a major limitation. Direction, rather than just coordination, is needed to drive a clearer theory of change to deliver maximum results."* Now that we are one year ahead in time, it is realistic to have good confidence in the level of impact that the Maisha Bora programme has brought about in the 15 target villages, including through the increased focus on the poorest households and the increased efforts from all partners to maximise synergies between the livestock, business development, water and nutrition components.

The setup of Maisha Bora provides potential of multiple impacts through its multi-sectoral approach. The evaluation has observed the following: CAHWs received business training, which are useful for improving productivity of livestock sector through commercialization. Sharing of market information has also been enhanced. Ownership of livestock as assets have been enhanced by the income generated from business activities. Sensitization on consumption of poultry products has yield notable outcomes. It has become common for community members to eat chicken and eggs, which was not the case previously. Further, this evaluation has found reasonable knowledge among livestock keepers on hygiene practices. COWSOs have received business management training. The training has been instrumental for effective management of the COWSOs. Women have been empowered through trainings and business activities. They now own assets, and are better able to meet household nutritional needs through livestock keeping and direct purchase of items as their incomes have improved. The evaluation could not quantify the impact, but assessment from the focus groups discussions revealed repeated reflections in all villages visited on the aforementioned subjective improvements and overall well-being of households in the target villages.

³⁰ Annex 2 of the 2018 Annual Report for the overall Maisha Bora programme provides a detailed listing of priority outcome indicators and a listing of suggestions and comments for further elaboration so that there will be a set of SMART indicators.

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Annex A. Profile of the BFFS components

A.1 CTB (Enabel) (Coordination)

Partner	CTB (Enabel)
Project title (component)	Maisha Bora – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Sector	Coordination
Total project budget	EUR 1.600.000 (BFFS contribution: EUR 1.600.000)
Implementation period	January 2015 – December 2019 (60 months)
Result area	Result 4: Effective coordination of the Programme assures external and internal coherence, induced cooperation and increases implementation efficiency
Sub-results	<p>Result 4.1: Internal coherence of the programme is facilitated</p> <ul style="list-style-type: none"> Kick-off workshops (4) and quarterly meetings of Operational Committee Monitor clear role and tasks division among partners and with the district and regions Facilitate and compile operational reporting and planning Support of District Focal Points for coordination Establish a M&E framework for the programme and facilitate that the M&E of each partners is in line with this Facilitate internal decisions making & conflict resolution <p>Result 4.2: Strategic coordination, effective communication, joint learning and capacity development for coordination is developed</p> <ul style="list-style-type: none"> Organize, prepare and report on yearly steering committees Organize study visits for Steering Committee and key-stakeholders Facilitate effective communication Facilitate learning and sharing with relevant stakeholders Provide capacity building for MLFD in effective coordination Follow-up of Risks and mitigation measures

A.2 VSF-B

Partner	VSF-B
Project title (component)	Maisha Bora – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Sector	Livestock / pastoralism component
Total project budget	EUR 2.542.714 (BFFS contribution: EUR 2.161.308)
Implementation period	January 2015 – December 2019 (60 months)
Result area	Result 1: Households have livestock resources secured and can benefit more from different livestock products (Livestock / pastoralism component (VSF-B)), with a major sub-result being sustainable access to adequate water for livestock is improved (Water component (IDP))
Sub-results	<p>Result 1.1: Equitable access & sustainable use of livestock resources securing a progressive form of pastoralism</p> <ul style="list-style-type: none"> Provision of demarcated land for livestock and pastoralism, tenure of land earmarked for pastoralists Promote production and utilization of improved pastures Capacity development at district and national level for natural resource management <p>Result 1.2: Improved productivity and quality of animals and the safety of their products</p>

	<p>Improved cross- breeds of livestock and diversification of livelihoods</p> <p>Improved animal husbandry</p> <p>Improved community-based animal health services and drugs</p> <p>Improvement of ecto-parasite control system</p>
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A.3 Trias

Partner	Trias
Project title (component)	Maisha Bora – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Sector	Business development
Total project budget	EUR 3.808.919 (BFFS contribution: EUR 3.237.581)
Implementation period	January 2015 – December 2019 (60 months)
Result area	Result 2: Women, youth and households' income are more diversified, secured and used to increase the quantity of food intake
Sub-results	<p>Result 2.1: Women and youth have improved income from small & micro businesses</p> <p>Mobilization of youth & women and awareness raising on business opportunities</p> <p>Facilitation of group formation (leadership & group dynamics & gender training)</p> <p>Basic financial literacy & entrepreneurship</p> <p>Formation & strengthening of saving and credit groups (VICOBA's) & SACCOS</p> <p>Facilitate market access for IGGS</p> <p>Access to credit for scaling up of businesses</p> <p>Monitoring & coaching of businesses</p> <p>Marketing of chicken</p> <p>Marketing of bee-products (honey, wax)</p> <p>Youths vocational training and entrepreneurship</p> <p>Result 2.2: Improved enabling environment for development of small and micro businesses of women and youth and for livestock business development.</p> <p>Development of a business strategy for district govts in Longido and Simanjiro</p> <p>Setting up a business development fund to support the business strategy</p> <p>Facilitating development of mobile banking infrastructure (e.g. Mpesa, Airtel Money etc) in the districts</p> <p>Set up Business Information Centres in Namanga and Orkesumet</p> <p>Facilitating cross-border trading of livestock</p> <p>Develop eco-tourism products in 2 villages near Lake Natron</p> <p>Result 2.3: Relatively more of households livestock and livestock products are sold at a better price and income from livestock is used to buy more food or to save</p> <p>Promoting attitude change on selling cattle (commercial herds)</p> <p>Strengthening of 3 cooperatives in Longido for marketing livestock products</p> <p>Facilitate linkages between producers and buyers of livestock</p> <p>Promote small scale processing of hides and skins in rural centres</p> <p>Awareness raising on food budgeting, food & livestock price cycles</p> <p>Establish food banks and cooperatives & strengthening their capacity</p> <p>Result 2.4: Partner organisations and district governments in the two districts have improved their capacities</p> <p>Strengthen capacity of partners organisations</p> <p>Strengthen capacity of district governments</p>

A.4 Iles de Paix

Partner	Iles de Paix
Project title (component)	Maisha Bora – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Sector	Water
Total project budget	EUR 3.191.132 (BFFS contribution: EUR 2.712.462)
Implementation period	January 2015 – December 2019 (60 months)
Result area	Result 1: : Households have livestock resources secured and can benefit more from different livestock products (Livestock / pastoralism component (VSF-B)), with a major sub-result being sustainable access to adequate water for livestock is improved
Sub-results	<p>Result 1.3: Targeted villages have livestock water resources development plans</p> <p>Analysis of the problem of access to water for livestock in the target villages</p> <p>Identify possible projects per village and their potential</p> <p>Establishment of villages development plans of pastoral points of water (worked in parallel with land use plans - VSF)</p> <p>Diffusion of the villages development plans of pastoral water points (at community & district level)</p> <p>Result 1.4: Existing livestock water infrastructures in targeted villages are strengthened and extended (when possible)</p> <p>Validation and prioritization of proposals made by the village communities for strengthening and extensions of existing water infrastructures.</p> <p>Technical study of the projects (infrastructure, management plan, organizational implications, formal requests for authorizations)</p> <p>Collaboration agreements with communities and mobilizing their counterpart</p> <p>Execution of the infrastructure projects (tendering, contracting, coordinating the work of people and private construction company, construction supervision, acceptance of work, etc.)</p> <p>Result 1.5: New livestock water infrastructures in targeted districts are available</p> <p>Project selection (prioritization by village, group of villages, districts)</p> <p>Technical studies of selected sites and budgeting</p> <p>Collaboration agreements with communities and mobilizing their counterpart</p> <p>Execution of the infrastructure projects (tendering, contracting, coordinating the work of people and private construction company, construction supervision, acceptance of work, etc.).</p> <p>Result 1.6: Local capacities of management and maintenance of livestock water infrastructures are strengthened</p> <p>Organization and training of beneficiaries for the management of the pastoral water points rehabilitated and/or executed by the component (payment of water, infrastructure maintenance) including marketplace literacy</p> <p>Monitoring of the management of the pastoral water points rehabilitated and/or executed</p> <p>Training and equipment for local technicians in basic maintenance of water pumping systems (pumps, generators, solar electric power) in urban centres (Longido and Orkesumet) including marketplace literacy</p>

A.5 WFP

Partner	WFP
Project title (component)	Maisha Bora – Belgian Food Security Programme for the districts of Longido and Simanjiro (TAN 14 030 11)
Sector	Nutrition

Total project budget	EUR 2.639.408 (BFFS contribution: EUR 1.559.645)
Implementation period	January 2015 – December 2019 (60 months)
Result area	Result 3: More households, and in particular more pregnant and lactating women and children under 5, consume more diversified foods, use cleaner water, prevent and treat diarrhoea effectively and have increased awareness of HIV prevention
Sub-results	<p>Result 3.1: Increased awareness and changed attitude on food intake, prevention and treatment of diarrhoea, and increased awareness of HIV prevention</p> <p>Households are more aware of the importance of consuming diversified foods and using their income to make healthier dietary choices</p> <p>Households are more aware of methods for preventing and treating diarrhoea, including the importance of using clean water</p> <p>Households are more aware of methods for preventing HIV</p> <p>Result 3.2: Improved capacity of schools to provide vegetables, locally produced food ingredients (including animal products), and clean water to children, and to promote improved WASH practices</p> <p>Schools are more aware of the value of including animal products as part of school meals</p> <p>Vegetables from school gardens are regularly offered as part of school meals</p> <p>Clean water is available and used at the schools</p> <p>There is increased nutrition and WASH education at the schools</p> <p>Result 3.3: Increased awareness and capacity of local institutions to plan, budget for and implement nutrition interventions</p> <p>Districts have increased awareness on the importance of nutrition interventions</p> <p>District Nutrition Officer has the capacity to plan, budget for and implement nutrition interventions</p> <p>Nutrition indicators are made available at the district level</p>

Annex B. List of people consulted

<i>Organization</i>	<i>Name</i>	<i>First name</i>	<i>Position</i>
Childreach Tanzania	Tarimo	Mercy	Manager
Childreach Tanzania	Lumole	Zerida	Nutrition officer
Childreach Tanzania	Ringo	Emmanuel	Nutrition officer
Embassy of Belgium in Tanzania	De Winne	Jasmien	Head of Cooperation
Enabel HQ	Bayingana	Kristina	OPS Advisor
Enabel HQ	Driesen	Toon	M&E Expert
Enabel HQ	Bakker	Sjoerd	Agri-Expert (East Africa section)
Enabel Tanzania	Lardinois	Mathias	Coordinator Maisha Bora programme
Enabel Tanzania	Smis	Tom	Head Tanzania Office
HEIFER	Sayalel	Kuya	Project Officer
Iles de Paix	Joly	Ludovic	
Iles de Paix	Beda	Silvester	Manager Maisha Bora project
LCDO - Longido	Ololotu	Munica	
LCDO - Longido	Yeddy	Michael	
LCDO - Longido	Syokino	Joyce	Coordinator
Longido District Office	Lyekumva	Reginald	District Livestock Officer (focal point MB)
Manyara Region	Mnzava	Issa	Regional Livestock Officer (focal point MB)
Ministry of Livestock and Fisheries	Bibonska		Member Maisha Bora programme Board
Ministry of Livestock and Fisheries	Kayuni		Member of Steering Committee, Government Focal personal at National Level
MVIWATA-Arusha	Sulumo	Damian	Programme Officer
MVIWATA-Arusha	Enezael	Joseph	
MWEDO	Koromo	Parmet	
OIKOS East Africa	Mwanganola	Thadeo	Programme Manager
PWC	James	Stella	
PWC	Kihio	Ruth	
Simanjiro District Office			District Executive Director (DED)
Simanjiro District Office	Munisi	Arnold	District Livestock Officer (district level focal point Maisha Bora)
TCCIA Arusha	Makoi	Charles	
TCCIA Manyara	Hussein	Mwanahamisi	
TCCIA Manyara	Rajabu	Zainabu	
Trias East Africa	Minde	Beatrice	Programme Advisor
Trias East Africa	Nakoy	Lilian	
Trias East Africa	Kitasho	Saitoti	
Trias East Africa	Casier	Bart	Overall coordinator
Trias East Africa	Ntambo	Julius	
Trias East Africa	Kisiongo	Lazaro	
Trias East Africa	Beemster	Janneke	Fundraising and Donor Relations Officer
UCRT	Loure	Edward	
UCRT	Baramayegu	Jambo	Programme Coordinator
VSF-B	Van der Jagt	Peter	
WFP Tanzania	Zoccheddu	Titiana	Head of Programme

<i>Organization</i>	<i>Name</i>	<i>First name</i>	<i>Position</i>
WFP Tanzania	Mururi	Juliana	Head of Nutrition
WFP Tanzania	Shosho	Neema	National Nutrition Officer

Annex C. List of documents consulted

C.1 Strategic documents

SPF AE DGD (2010) : Note stratégique pour le secteur de l'agriculture et de la sécurité alimentaire

SPF AE DGD (2014) : Manuel des procédures FBSA

SPF AE DGD (2014) : Note de stratégie du Fonds belge pour la Sécurité alimentaire

SPF AE DGD (2017) : Note de stratégie « Agriculture et Sécurité alimentaire » pour la Coopération belge au développement

C.2 Country documents

Belgian Technical Cooperation (2009) : Indicative Development Cooperation Programme 2010-2013 between the Government Tanzania and the Kingdom of Belgium, Dar es Salaam.

Belgian Technical Cooperation (Undated): Technical & Financial File Food Security In Longido And Simanjiro Districts. Support To The Coordination Of The BFFS Programme "Maisha Bora" Tanzania, Dar es Salaam

IDIS (2013) : Context Study for a Food Security Program of the Belgian Fund for Food Security (BFFS) in Longido and Simanjiro districts in Tanzania, Kasterlee.

World Bank (2017) : United Republic of Tanzania Systematic Country Diagnostic, Report No. 110894-TZ, Washington.

Technical and Financial documents on the BFFS programme

VSF, IDP, Trias, WFP and BTC (2014) : Maisha Bora, Belgian Food Security Program for the Longido & Simanjiro districts of Tanzania 2015-2020 funded by Belgian Fund for Food Security (BFFS) in partnership with VSF-Belgium, Iles de Paix, Trias, WFP and BTC.

BTC (2014) : Technical and Financial File – Food Security in Longido and Simanjiro Districts, Support to the Coordination of the BFFS Programme "Maisha Bora"

IDP (2014) : Technical and Financial File – «Maisha Bora» Belgian Food Security Programme for Longido and Simanjiro, Tanzania (2015-2020)

Trias (2014) : Technical and Financial File – «Maisha Bora» Belgian Food Security Programme for Longido and Simanjiro, Tanzania (2015-2020)

VSF (2014) : Technical and Financial File – Maisha Bora Belgium Food Security Project

WFP (2014) : WFP Project Proposal for a Food Security Programme of the Belgian Fund for Food Security (BFFS) in Longido and Simanjiro Districts in Tanzania (2015-2019)

M& E documents on the BFFS programme

Enabel (2019) : Maisha Bora Annual Narrative Progress Report (Part 1); Belgian Food Security Programme in Tanzania for the Districts of Longido & Simanjiro.

Enabel (2019) : Maisha Bora Annual Narrative Progress Report (Part 1- Annexes); Belgian Food Security Programme in Tanzania for the Districts of Longido & Simanjiro.

Enabel (2018) : Maisha Bora Annual Narrative Progress Report (Part 1); Belgian Food Security Programme in Tanzania for the Districts of Longido & Simanjiro.

Iles de Paix (2019) : Maisha Bora Annual Narrative Progress Report – Belgian Food Security Programme in Tanzania for the districts of Longido & Simanjiro, Year 2018.

Iles de Paix (2018) : Maisha Bora Annual Narrative Progress Report – Belgian Food Security Programme in Tanzania for the districts of Longido & Simanjiro, Year 2017.

Sopex Consulting (2017) : Mid-Term Review of the Intervention Maisha Bora: Belgian Food Security Programme in Tanzania for the Districts of Longido and Simanjiro.

Trias (2018) : 2017 Maisha Bora Annual Narrative Progress Report – Belgian Food Security Programme in Tanzania for the Districts of Longido and Simanjiro.

United Republic of Tanzania (2012): The Tanzania Long Term Perspective Plan (Ltp), 2011/12-2025/26. *The Roadmap to A Middle Income Country*. President's Office, Planning Commission, Dar es Salaam

United Republic of Tanzania (2016): National Five-Year Development Plan 2016/17 – 2020/21. *"Nurturing Industrialization for Economic Transformation and Human Development"* , Ministry of Finance and Planning, Dar es Salaam

VSF-B (2018) : Maisha Bora – Belgian Food Security Programme in Tanzania for the Districts of Longido & Simanjiro; Narrative Progress Report Tranche 3; Livestock Component; April 2017 – June 2018.

WFP (2017) : Maisha Bora – Annual Narrative Progress Report Belgian Food Security Programme in Tanzania for the districts of Longido & Simanjiro.

Annex D. Results of Group Assignment 1: Key lessons learned and key achievements for the Maisha Bora components

Table 2 Key lessons learned and achievements in the livestock component in Maisha Bora programme

Level	Implementation processes for the Maisha Bora programme	Results (expected to be) achieved at the end of the Maisha Bora programme
Households and individuals	Through working 100 IGG groups we have been able to work with 2500 house hold with 4 years period (farmer filed school approach)	By the end of Maisha Bora 2000 and 2500 will own ten chicken and 2 goats More than 9000 cross breed calves benefiting between 2000 and 3000 thousand household.
Community level	At community level FFS trainers and members of IGG and community animal health workers have acquired knowledge on improve and diversified animal production. The demand of improved bull is high, but procurement, placement and management remain a big challenge	Improved and diversified animal production in 15 villages Some Income Generating Groups have developed poultry production and goats fattening as businesses. Community breeding program in place Because of land us plan, livestock health, availability of grass and grazing management result reduction of livestock mortality and land conflict.
District level including public service providers and private sector	Through intensive collaboration and capacity building with district livestock department we have improve capacity for extension services At the district and ward level managing communal rangelands using the Maisha bora model MoUs	Improve capacity of district to deliver extension services District livestock department will follow up breeding program and the village level. Land management data secured and stored Maisha bora land use management saved as good lesson lent to other community in the region. By the end of Maisha Bora tick born diseases mortality reduced

Table 3 Key lessons learned and achievements in the water component within Maisha Bora programme

Level	Implementation processes for the Maisha Bora programme	Results (expected to be) achieved at the end of the Maisha Bora programme
Households and individuals	Individual contribution from households for the rehabilitation and construction of water projects; Payment to access to water at household level according to the mechanisms defined by COWSO and LGA; Involvement of individual in the conduct of technical studies – Individual going with the technical team to perform the technical studies;	Ownership of the water systems; Households pay for access to water according to the regulations; Households sustainably access to water; Reducing the time for people to access water (distance and time);

	Involvement of traditional leaders in sensitization of communities, in decision-making (tariff systems, COWSO, management system);	Improved hygiene and health at household due to better distribution systems (separation CT and DP) and due to the sustainable availability of water and water quality; Even if HH pay to access water, they will spend less money due to a better management system;
Community level – COWSOs and LGAs	Participation in the definition and approval of the water management regulations and tariff systems (COWSO); Participation in the establishment of COWSO (approval on the approach - election of COWSO members – approval of the regulations) – General Assembly Participation in the identification and selection of water projects – Village Government meetings; Selection of operators by village government; Village Contribution agreement for water projects; Supervision of the rehabilitation / construction of water projects; Involvement in the security of the infrastructures;	COWSOs registered, trained, skilled and accepted by the community; COWSO manage properly and sustainably the water systems according to the regulations defined and approved by communities; Better access to water at schools and health centres; COWSO manage properly the funds collected in the use of water systems; Collaboration between COWSO and Village Government is in place, functional and effective;
District level including public service providers and private sector	All activities were conducted hand in hand with District and Region people (Water Engineer, Community Development Officer, Registrar, Focal person) Identification / selection of water projects; Technical studies and design; Selection of the contractor; Supervision of the work of the contractors; Monitoring the process of COWSO registration; Monitoring the contribution mobilisation; Water Resources Development Plans; WASH Center: Establishment (in progress) of a WASH Center in Simanjiro - District Simanjiro provided a land for the construction of the centre; District Simanjiro has committed itself to develop the 2 boreholes, the water component was not able to develop Using external support like Water Service Facility Trust (WSFT) and from Karatu District Council for training of COWSO Collaboration with Gongali Limited (Nanofilter) for improving the water quality	Funds (re) allocation from District – can focus on other priorities areas; Districts integrate the water projects in their plans; Collaboration between COWSO and Districts is in place, functional and effective; Regions and Districts take over the supervision and monitoring of COWSOs; Districts are more skilled in water management (COWSOs); Effective linkage and collaboration between COWSO and technical support (WASH Center – WSFT, Districts) WASH Center in place and provide relevant support to COWSOs;

Table 4 Key lessons learned and achievements in the business development component within Maisha Bora programme

Level	Implementation processes for the Maisha Bora programme	Results (expected to be) achieved at the end of the Maisha Bora programme
Households and individuals	<p>VICOBA is a good way to reach out to the whole community, easy to catalyse interventions, first step in financial inclusion.</p> <p>Savix is a good tool to manage large groups of VICOBA (Geomapping, automatic reports of and online data collection and storage).</p> <p>P1 product helps groups to stay together and has improved accountability.</p> <p>Mixing entrepreneurship activities with microfinance is a good approach</p> <p>Targeting the poor had a good impact on business development</p> <p>Linkage of traders to financial services is a good approach to stimulate a more market-oriented approach</p> <p>Focus more on individual traders instead of groups for livestock marketing works better</p> <p>Important to enforce gender balance for vocational trainings</p> <p>Access to capital will not solve everything, absorption capacity is very low and has to come with entrepreneurship trainings and a general change in entrepreneurial spirit.</p> <p>Using mobile money increases efficiency of loan disbursement and repayments</p> <p>Not easy to find pivotal business people, level (capital, capacity, markets) was very low at baseline level. It takes still more time for people to build their business to a higher level that can impact the whole community.</p>	<p>Households have become more robust</p> <p>Internal dynamics in household have changed: more assets more discussion between husband and wife, social and economic change. This has happened at a large scale.</p> <p>Individuals have started new businesses because of the trainings and access to capital</p> <p>Individual role models for more commercial livestock trade have developed.</p> <p>Individual business people have now a place to go when encountering problems with their businesses (Chamber of commerce)</p> <p>Entrepreneurial spirit has lifted</p> <p>Youth have been able to establish businesses because of the vocational trainings and related support.</p> <p>Households have invested more of their income in food and nutrition and schooling of children.</p> <p>Social fund helped to contribute for families that are struggling because drought, disease and other problems</p>
Community level	<p>Making use of experts from the community in the community does really work (VICOBA trainers, entrepreneurship trainers, CAHWS, etc.)</p> <p>It is easier to reach out to Maasai women in a group set-up</p> <p>Women can own assets in a group set-up but not always individually</p> <p>Quantity and quality of livestock is still very low which makes it difficult to build sustainable marketing systems.</p> <p>Village committees helped to get a good buy in in the committee</p>	<p>Money circulation in the community has increased because of development of VICOBA and the linkage with business development</p> <p>Institutional development at community level: development of SACCOS, member-based organisations, MFIs, village committees</p> <p>Community based expertise on business, finance etc has improved</p> <p>Women are now more involved in community development (presence in meetings)</p> <p>Now business people have more information and support for cross-border trade.</p> <p>Women are now allowed to do business and join VICOBA which was not the case before.</p> <p>Men now appreciate more women's contribution to society</p>
District level including public service providers and private sector	<p>Institutional setting is still very low but has improved</p> <p>Bringing together different stakeholders in a programme sector helps to improve relations.</p>	<p>Business people are more confident when dealing with authorities because of well-structured platform (cross border committee, round tables, individual mediation)</p> <p>Government now recognises and appreciate the private sector</p>

	District business strategy (round tables) is a good approach to bring partners together. Involvement of district officers increases buy in for community It takes time to build trust between the government and private sector.	District technical expertise has improved Business councils are now more active in the 2 districts than before Now livestock working groups are active in the 2 districts
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Table 5 Key lessons learned and achievements in the nutrition component within Maisha Bora programme

Level	Implementation processes for the Maisha Bora programme	Results (expected to be) achieved at the end of the Maisha Bora programme
Households and individuals	Male involvement Visiting follow-up Kitchen gardening Hand-washing and latrine promotion	Behavioural and cultural changes: WASH, HIV awareness, feeding practices
Community level	Outreach workers Nutrition education and assessment Community leaders Village authorities Influential people Male support groups Mobile clinics School nutrition activities	Community ownership Community demonstration gardens Improvement of community nutrition status Reaching people who normally don't go to clinics Existence of strong and functioning community leadership
District level including public service providers and private sector	Involving extension officers School nutrition activities Engagement with the district nutrition SC Engagement with the technical officers related to nutrition Link between community interventions and health facility intervention Use of National technical team to capacitate Districts Aligning MB with National sectoral nutrition action plan	Availability of SPCC toolkit / common nutrition messages Availability of ToTs Integration of MB activities in the District plans Complementarity in planning of mobile clinics with funds from District / MB Replication to other villages Existence of strong and functioning DNSC
National level		Use of multisectoral / multifactor approach to attain food and nutrition security

Annex E. Results of Group Assignment 2a: Synergies and complementarities between the Maisha Bora components

Table 6 Synergies and complementarities between the Maisha Bora components

	<i>Livestock</i>	<i>Water</i>	<i>Business Development</i>
<i>Livestock</i>			
<i>Water</i>	Integration with LUP / choice of placement of dams etc. COWSOs bylaws integrate NR governing bylaws Location of water points (Cattle trough, DP) Share LUP Connection of water to dip tank Payment to access the water		
<i>Business Development</i>	Business training for CAHWS, FFS and Extension officers Livestock commercialization Linkage livestock traders Loan provision to CAHWS and livestock traders Livestock fattening for VICOBAs and IGGs, incl. technical advises (2 ways) Joint training of livestock keepers on optimal herd size and composition Livestock value chain study and marketing information system Pilot of use incubators (chicken) Training on bee keeping Marketing Honey Leather turning and value additions Implementation of Pro-poor strategy	Training of COWSOs in business management and technical aspects Constitution and training of maintenance centre Business loans for the tools Visibility study for water facility provider Training of local technician Provision BDS and loan facilities	
<i>Nutrition</i>	Sensitization on consumption of poultry products Sensitization on hygienic practices of livestock products	Water for schools, incl. the greenhouses and gardens DP for health centres Pilot of water purification techniques	Common nutrition messaging with all field workers (ToTs, extension officers, CAHW, etc.) Mini groceries (planned in 2019)

	Training CAWHS and FFS Food diversity training	Sensitization on hygienic practices of food preparation Connection of water harvesting tanks to the water schemes Water purification (schools and Health centres)	Cost analysis of greenhouse (planned in 2019) Training VICOBA trainers on nutrition key messages incl. food diversity
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Annex F. Results of Group Assignment 2b: Maisha Bora: Linkages for implementation, coordination and results monitoring

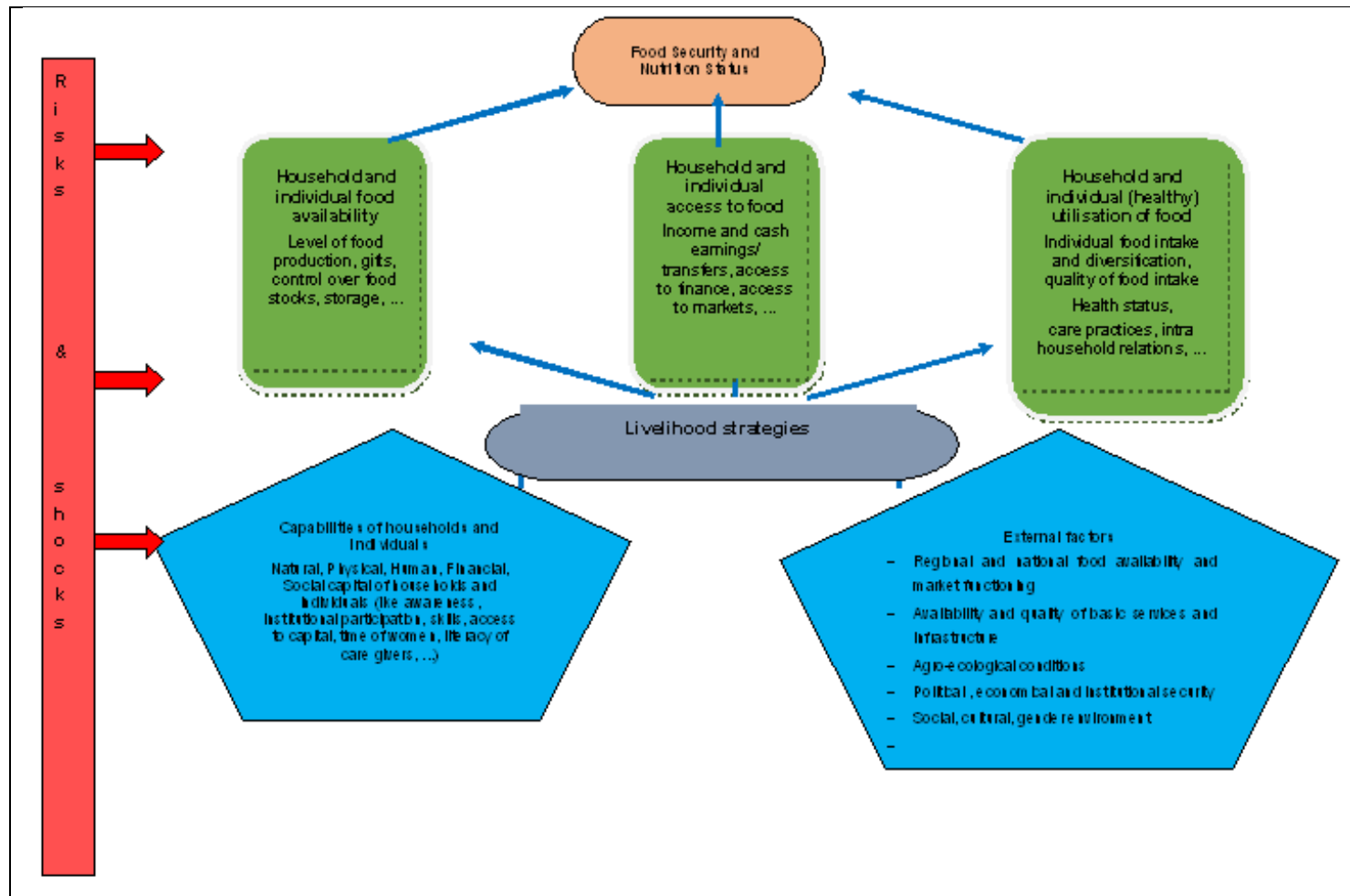
Table 7 Linkages for implementation, coordination and results monitoring

	<i>Livestock</i>	<i>Water</i>	<i>Business Development</i>
<i>Livestock</i>			
<i>Water</i>	Common planning Common branding (Maisha Bora) Common ownership and monitoring (LGAs / FPs) Common HHS / MTR / ETR / etc. Payment to access the water coordination Village committee meetings District coordination meetings Google calendar, website and social media Evaluation and household survey		
<i>Business Development</i>	Common planning and joint trainings Joint assessment of the groups (2019) Common branding (Maisha Bora) Common ownership and monitoring (LGAs / FPs) Common HHS / MTR / ETR / etc. BDS services to livestock traders Sharing of training on CAHWS Sharing of marketing information system Village committee meetings District coordination meetings Livestock working groups within business council Google calendar, website and social media Evaluation and household survey	Joint trainings Joint studies Joint financing Common branding (Maisha Bora) Common ownership and monitoring (LGAs / FPs) Common HHS / MTR / ETR / etc. District coordination meetings Google calendar, website and social media Village committee meetings Training of local water technician Evaluation and household survey	
<i>Nutrition</i>	Joint messengers Common branding (Maisha Bora) Common ownership and monitoring (LGAs / FPs)	Joint messengers Joint planning for building water harvesting tanks Common branding (Maisha Bora)	Joint messengers Common branding (Maisha Bora) Common ownership and monitoring (LGAs / FPs)

	<p>Common HHS / MTR / ETR / etc. Village committee meetings District coordination meetings Google calendar, website and social media Monitoring of community nutrition engagement Training BANGO kitita (Nutrition of education tool) Evaluation and household survey</p>	<p>Common ownership and monitoring (LGAs / FPs) Common HHS / MTR / ETR / etc. Village committee meetings District coordination meetings Google calendar, website and social media Cost sharing of provision of Nano Filter Sensitization of use of clean and safe water Evaluation and household survey</p>	<p>Common HHS / MTR / ETR / etc. Village committee meetings District coordination meetings Google calendar, website and social media Training BANGO kitita (Nutrition of education tool) Monitoring of community nutrition engagement Evaluation and household survey</p>
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Annex G. Theory of change

Figure 1 Schematic presentation of the concept of food security



Source: Maisha Bora Concept Study (IDIS,2013)