



Mid-Term External Evaluation of the MVIWATA Five-Year Strategic Plan (2017 – 2021)

Final Report

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ACRONYMS AND ABBREVIATION

AGM	Annual General Meeting
AMCOS	Agricultural Marketing Cooperative Society
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
CCRO	Certificate of Customary Rights of Occupancy
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DAICO	District Agricultural Irrigation and Cooperative Officer
DED	District Executive Director
ESAFF	East and Southern Africa Farmers Forum
ET	Evaluation Team
FGD	Focus Group Discussion
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
GMO	Genetically Modified Organism
IFAD	International Fund for Agricultural Development
LLN	Local Level Network
LTPP	Long-Term Perspective Plan
MAMIS	MVIWATA Agricultural Marketing Information System
M & E	Monitoring and Evaluation
MLN	Middle Level Network
MVIWATA	<i>Mtandao wa Vikundi vya Wakulima Tanzania</i> (Network of Farmers Groups in Tanzania)
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation
PETS	Public Expenditure Tracking System
PSAM	Public Social Accountability Monitoring
RECODA	Research Community and Organizational Development Associates
SACCOS	Savings and Credit Cooperative Society
SAT	Sustainable Agriculture Tanzania
SDC	Swiss Agency for Development and Cooperation
SG	Strategic Goal
SIDA	Swedish International Development Cooperation Agency
SUA	Sokoine University of Agriculture
TAHA	Tanzania Horticultural Association
TALA	Tanzania Land Alliance
TARI	Tanzania Agricultural Research Institute
TDV	Tanzania Development Vision
VICOBA	Village Community Bank
WAEO	Ward Agricultural Extension Officer
WEO	Ward Executive Officer

Executive Summary

1. Background

MVIWATA is a smallholder farmers' organisation in Tanzania formed in 1993 currently with about 150,000 crop and livestock producers as well as fisher folk, to unite the farmers to protect and advance their interests through capacity development, communicating and networking within and with its stakeholders, participating in and influence relevant policies and policy development. With the assistance of multilevel governance and management structures, MVIWATA works on two main frontiers: livelihoods improvement and policy influence. MVIWATA is currently implementing a five year Strategic Plan 2017-2021, whose five strategic goals are: (1) enhanced land security to smallholder farmers, (2) smallholder farmers have control of sustainable production systems, (3) inclusive financial access and security for smallholder farmers enhanced, (4) smallholder farmers' access and control in agricultural markets enhanced, and (5) institutional capacity of MVIWATA strengthened. Implementation of the strategic Plan is financially supported by various donors, including the Swiss Agency for Development and Cooperation (SDC), We-Effect TRIAS and others. A Mid-term evaluation of the implementation of the Strategic Plan was conducted to determine the extent to which the strategic goals were likely to be achieved by the end of the strategic plan period, and whether there was a need to make any adjustments to ensure the achievement of the strategic goals.

2. Evaluation objectives

The specific objectives of the evaluation were:

- To establish the relevance of the strategic plan,
- To review the progress that has been made so far towards achieving the targets of the strategic plan,
- To establish the emerging impact of the implementation of the strategic plan,
- To assess the efficacy of funding models used between and among donors and across the MVIWATA vertical structures,
- To assess the how and the extent to which gender is being mainstreamed into MVIWATA structures, processes and programmes,
- To identify youth opportunities especially in relation to the use of digital innovations in and across agricultural value chains and systems,
- To establish the probable levels of achieving the Strategic Plan intentions, and
- To propose recommendations, especially but not only, for consideration during the remaining period of the Strategic Plan.

3. Evaluation process

Three external evaluators conducted the evaluation from April to June 2019. We used a participatory and inclusive approach which resulted in 461 of whom 222 (48.2%) were women participating in the evaluation process. Four hundred and thirty six (94.6 %) of these were MVIWATA members and staff, of whom 48.9% were women. The other evaluation participants were: civil society organisation (CSO) personnel, government officials, academics and researchers, and MVIWATA funding partners. We used purposive stratified sampling to ensure that we sought input from the MVIWATA key stakeholder groups, different regions of Tanzania and cover the five strategic goals. Our data generation process involved, document analysis, an inception meeting with MVIWATA and SDC, field work, review and reflection meetings among ourselves, data analysis and report writing, feedback from SDC and MVIWATA on the preliminary findings, feedback from MVIWATA and SDC on the draft report, and finalisation of the report. The diverse data generation methods and sources, coupled with the feedback mechanisms ensured triangulation and rigour.

4. Main evaluation findings

We use a theory of change logic to summarise the main findings by starting with relevance (the situation that was being responded to), followed by the intervention strategies and their effectiveness, the immediate outcomes, and the emerging impact¹.

4.1 Relevance and responsiveness

We established that the Strategic Plan under review has been relevant. This is because it responds to the key concerns of small scale farmers in Tanzania, namely: (i) land security, (ii) sustainable production systems, (iii) financial access and security, and (iv) access and control of agricultural markets. It is also

¹ We would have liked to review the assumptions underpinning the planned change process as well but this fell outside the focus of the evaluation.

responsive to key and relevant national policies, especially to the Agricultural Sector Development Programme Phase II (ASDP II). But there are other relevant national policies and pronouncements that it has not adequately taken into account, either to align with or to challenge. These include gender, youth and climate change adaptation policies. The Strategic Plan has also been relevant to the internal dynamics of MVIWATA through responding to most of the recommendations made in previous evaluations and studies. We established that the relevance of the Strategic Plan was enabled by the inclusive and participatory manner in which it was developed. However, it was constrained by a lack of gender-sensitive situational analysis and national policy analysis.

4.2 Intervention strategies, their effectiveness and adequacy

MVIWATA's main intervention strategies and activities to address the identified farmer challenges and needs are: (i) research studies, (ii) fact-finding missions, (iii) consultative meetings, (iv) needs-based, tailor-made training, (v) campaigns, advocacy and provision of legal services, (vi) facilitation (of farmer access to their rights and to markets), (vii) information, education and communication materials, and (viii) media (producing radio and TV programmes and establishing a MVIWATA FM Radio station for advocacy and communication), (ix) multilevel institutional capacity development, and (x) monitoring and evaluation. We established that about 56 % of these strategies and activities are being effectively utilised, with the remaining 44 % needing more work. These are facilitating access to sustainable markets and land, media and communication, capacity development on advocacy at middle and local levels and associated member-initiated actions at those levels. Furthermore, gender equality is not sufficiently embedded in the intervention strategies. We identified the following main gaps in the strategies and activities, which are relevant in the context of smallholder farmers in Tanzania: (a) youth participation and digitalisation, (b) networking and partnerships², and (c) environmental protection and climate change adaptation.

4.3 Appropriateness of funding modalities

The funding modalities that have enabled the above strategies and activities to be implemented comprise two main streams from several donors: (a) provision of core funding by some, and (b) project-specific support by others. Some donors support MVIWATA through its national office and others through regional offices. Consequently there has been a lack of a coordinated approach to the funding modalities, which undermine transparency and increase the risk of duplication and 'funding gaps'.

4.4 Effectiveness: progress against planned outcomes, and probability of achieving intentions

MVIWATA has made significant progress towards achieving its targets under the strategic plan as evidenced by the emerging outcomes against planned outcomes. The has enhanced smallholder farmers' land security to an extent through: (a) successfully contributing to influencing the national government to reclaim land appropriated by investors, (b) facilitating 583 smallholder farmers (33% of them being women) to acquire Certificates of Customary Rights of Occupancy (CCRO), and (c) reducing land conflicts between crop and livestock farmers in some districts (e.g. Kilosa and Msowero). However, despite these achievements, more needs to be done to change policy and practice so as to effectively protect the security of tenure for small scale farmers including women.

On livelihoods improvement, MVIWATA has enabled about 10,000 farmers in different parts of the country to adopt improved agronomic practices. These have culminated in increased yields per unit area for crops such as paddy, maize, Irish potatoes and beans. The percentage yield increase varies 36% to 430% depending on geographical location, individual farmer and crop variety. Inclusive financial access and security of smallholder farmers was significantly achieved through participation in SACCOS and VICOBA, with women forming a higher percentage of the members and the beneficiaries. They comprised 41% and 6.7% of SACCOS and VICOBA loan beneficiaries respectively. However, we did not establish the average amount that was received by women and men beneficiaries. Farmers use income from SACCOS and VICOBA to build houses, pay school fees and meet other household needs, with women reporting to exercise greater control over the income from the MFIs.

MVIWATA's interventions have improved farmers' access to agricultural markets in many cases, especially through establishing market centers and formation of Agricultural Marketing Cooperatives (AMCOS). Farmers who increased access to markets include 60 associations (comprising 4,801 farmers) who sold 7,873 tons of maize for approximately 2.2 billion Tanzanian Shillings in 2018; and 38 associations (comprising 1,274 farmers) who sold 19,534 tons of rice for nearly 11 billion Tanzanian

² Although this is missing in the Strategic Plan, in practice MVIWATA engages in networking and collaborative partnerships.

Shillings in 2018. The total proportion of women beneficiaries from this was 33.8%. The other crop that has been marketed in large groups is potato. However, despite the success registered, members continue to face challenges related to the management of market centers, high prices of inputs, fake seeds, and low prices of produce.

Under institutional capacity development, MVIWATA made notable achievements in terms of enhancing farmer capacities in group management and leadership, entrepreneurship, and on GAPs. This has contributed to their being better able to run small agro-businesses. Another achievement has been the recruitment of 26,285 members, 51.5% of them being women. However, the total number of MVIWATA members has not been updated, and at about 150,000 members, in a country where there are about 20 million farmers, the membership size remains relatively low. At the same time, MVIWATA needs to do more to help members, especially those operating at middle and local levels, to speak for themselves and be the agency of change, which should be the case in a farmers' organisation. While women leaders were reported to be in the majority in local groups, their proportion is significantly low at the middle level partly because of unsupportive patriarchal norms.

Based on the level of progress made to date, we concluded that there is a high likelihood that MVIWATA will achieve its four strategic goals and associated outcomes. The strategic goal where the probability of achieving most of the intentions is low is institutional capacity development.

4.5 Emerging impact

The cumulative effect of the MVIWATA outcomes has significantly contributed to improved livelihoods of MVIWATA members through increase incomes, food and nutrition security as a result of enhanced productivity, collective marketing, access to and incomes from SACCOs and VICOBA. The economic empowerment interventions are benefiting individual households, women and men, although it may not be shifting the distribution of gender benefits at structural level.

4.6 Strategic plan enablers and constraints

We identified six main enablers that have contributed to the achievement of MVIWATA intended outcomes to date. The major external enabler has been the predominantly smallholder farmer supportive environment, which includes the National Agricultural Policy of 2013³, ASDP II, Land Act, Village Land Act, National Development Vision 2025 and the National Strategy for Growth and Poverty Reduction II. The five internal MVIWATA enablers have been: (i) member and network capacities to tackle land rights and settle local land conflicts, (ii) agricultural development capacities, (iii) entrepreneurship skills, (iv) a good reputation and record of responsible fiduciary management, and (v) partnerships for policy-influence. On the other hand, the main constraints have been: (i) slow membership growth and development, (ii) low understanding and utilisation of the strength of youth and gender equality, (iii) inadequate staff and underutilization of MVIWATA lower structures, (iv) donor dependence and shrinking donor support, (v) curtailed freedom of expression, (vi) cross-border trade regulations that make it difficult for farmers to sell surplus produce that is not absorbed at domestic level, and (vii) land degradation, droughts and floods, which are being worsened by climate change.

5. Recommendations

We made two-tier recommendations for MVIWATA in terms of scope and time frame. We made broad recommendations, followed by specific suggested strategies and activities and MVIWATA structures responsible for each. We divided the activities into two main groups, the short-term recommendations covering between now and the end of the Strategic Plan period (2021), and medium term recommendations for the next strategic planning period. The broad recommendations are that MVIWATA should:

- i. Strengthen and expand its multilevel governance and management structures.
- ii. Integrate gender equality in its policies and structures.
- iii. Integrate youth development, innovation and digitalization in its policies and structures.
- iv. Increase member participation, visibility, ownership and of its interventions across levels.
- v. Deepen gender equality and youth involvement in its programmes.
- vi. Clarify its position on sustainable agriculture production systems and integrate climate change adaptation.

³This Policy is currently under review

- vii. Strengthen capacity for managing marketing linkages and shift towards value chain development.
- viii. Deliberately establish and expand partnerships, focusing on advocacy, youth empowerment and gender equality.
- ix. Review and strengthen its M & E system to embrace continuous learning and gender equality.
- x. Increase the volume and proportion of internal contributions to its budget.
- xi. Increase the quality, diversity and predictability of financial resources from funding partners.

In Table ES1 below, we outline the recommended activities we made for different individual and combined structures of MVIWATA (without indicating the broad recommendation under which they fall to avoid repetition and minimise confusion).

Table ES1: Suggested strategies and activities for implementing the broad recommendations

Short-term strategies and activities	Medium term strategies and activities
MVIWATA AGM and national Board should:	
<ul style="list-style-type: none"> Revise the current strategic plan and projects to ensure that gender equality and youth involvement are deepened and budgeted for. Clarify MVIWATA's position on the kind of agriculture that it stands for and promotes (crops, livestock & fisheries). 	<ul style="list-style-type: none"> Develop and adopt a strategy by which MVIWATA membership progressively increases the proportion of membership contribution to the annual budget from the current 10 %. Investigate and address the limitations imposed by its being registered as NGO, when it is in fact a farmer organisation.
MVIWATA national Board should:	
<ul style="list-style-type: none"> Review the current scope of the roles and responsibilities of senior management at the national and regional levels for decentralisation. Review the staff recruitment policy for adequate provision for gender balance especially senior management and regional coordinators levels. Review governance structures and provide for the establishment of district structures to coordinate district level advocacy, networking and marketing activities. Develop a Gender Policy to guide integration of gender equality in MVIWATA in structures, strategies, programmes and projects. Integrate and mainstream gender equality in all MVIWATA policies, structures, strategies and programmes. Identify gender focal points in local, middle and national governance structures who ensure plans, interventions and reports integrate gender at levels. Develop a Youth Development, Innovation and Digitalisation Policy that guides MVIWATA on how to meaningfully involve youth in its membership, structures and programmes. Develop consolidated budgeting covering both national and regional activities, establish governance structures on resource mobilisation at all levels, produce consolidated financial reports and hold annual donor meetings. Add a guiding principle and associated strategy on streamlining financing modalities in the draft Resource Mobilisation strategy. Develop organisational guidelines for partnership selection and engagement across all levels of the organisation. 	<ul style="list-style-type: none"> Employ a Programmes/ Deputy Director to support the overstretched Executive Director, preferably a woman to balance gender at senior staff level. Review the governance and management roles and powers for appropriate distribution, guided by the identity of MVIWATA as a farmer organisation. Develop and implement mechanisms and processes by which: (i) governance structure account to each other (upward and downward accountability), and (ii) horizontal communication and co-learning are fostered.
MVIWATA national Board and secretariat should:	
<ul style="list-style-type: none"> Provide for the systematic documentation and reporting of member-initiated interventions that do not necessarily draw on financial resources mobilised by the organisation. Start with a small number of partners, beginning with those that it is already working with at national, middle and local levels (e.g. ACB, HakiArdhi, Tanzania Land Alliance, (TALA), and SAT, ESAFF and PELUM). 	<ul style="list-style-type: none"> Plan for increasing women access to productivity-enhancing technologies. Conduct continuous monitoring of the development cooperation sector to understand the dynamic changes and respond better to those aligned with MVIWATA mission. Diversify its funding base in order to spread risks enable it to focus of obtaining funding that addresses the dynamic changes in member needs and aspirations.

MVIWATA national, middle and local structures should:	
<ul style="list-style-type: none"> • Intensify the recruitment of members, orient the new members and groups to the MVIWATA identity and develop their self-organising capacity. • Integrate youth participation and representation in MVIWATA structures, strategies and programmes. • Encourage and support member-driven and led solution generation in influencing government, the private sector and other actors in addressing MVIWATA challenges. • Intensify collective marketing, quality control, collaborative price negotiating and the use of MVIWATA Agricultural Market Information System (MAMIS). 	<ul style="list-style-type: none"> • Identify issues that women and youth should speak for themselves and develop their capacities to be able to do so. • Strengthen their technical capacities through partnering with the Local Government Authorities, Agricultural Extension Officers, Cooperative Development Officers and Trade Officers, land and research organisations, universities and agricultural, gender and youth CSOs. • Set aside sufficient time and human resources to strategically participate in partnership that MVIWATA's visibility and capacity to influence systemic and structural change. • Facilitate the establishment of farmer-led, coordinated and co-owned partnerships that advance the interests and needs of MVIWATA on agriculture (livestock, crops, fisheries and beekeeping), land, marketing and trade, gender and youth and other relevant matters. • Facilitate the development of more gender-responsive value chain systems to ensure more equitable distribution of opportunities and incomes between youth, women and men.
MVIWATA secretariat should:	
<ul style="list-style-type: none"> • Systematically translate and disseminate strategic plans and related documents into Swahili and make the entire membership in good time. • Identify a gender focal person at the national secretariat, whose function would be to ensure that gender disaggregated information is generated and reported on, and gender equality is integrated in programming. • Build member and staff capacity to work with gender equality in programme designing, policy and budget reviews, and programme monitoring and evaluation at various levels. • Develop and implement robust membership databases in each region and at national level. • Develop MVIWATA capacity for internal financial resource mobilisation and using e-based payment systems to reduce the cost of membership fee collection. • Intensify the capacity building of members using a trainer the trainer approach in order to create a multiplier effect. 	<ul style="list-style-type: none"> • Make further region-specific investigations into the most productive and gender-responsive strategies to tap into the opportunities afforded by digitalisation, especially for youth. • Revise and strengthen its marketing approach by adopting a gender-responsive value chain approach. • Strengthen the Monitoring and Evaluation Framework for a more systemic approach to gender equality. • Carry out on-going qualitative improvement of its strategic planning, monitoring, learning and evaluation framework to foster internal learning and improvements; and document and share best, good and emergent practice.

The implementation of these activities will demand the strengthening of the financial and human resource capacity of MVIWATA and a more inclusive governance structure that fully utilizes the lower level staff and farmer leaders in implementing many of the activities.

Section 1: Introduction

1.1 Background

MVIWATA was founded in 1993 and its vision is: “To ensure that empowered smallholder farmers’ work together to advocate, defend and advance their interests by influencing policies and systems.” Its mission is: “To unite smallholder farmers in groups and networks in order to protect their interests through capacity development, facilitating communication and advocacy on policies and systems.” Its main strategies have been capacity development of farmers, farmer groups and networks, farmer representation and participation in socio-economic and policy dialogue and influence, communication and networking within and with its stakeholders. MVIWATA has reached a membership of about 150,000 small scale farmers from all over Tanzania, who are organized into local groups, local networks of farmers’ groups and middle level networks amalgamated into a national network of farmers groups. To guide its activities, MVIWATA has been operating according to its five-year strategic plans. So far, two strategic plans have been developed and implemented, i.e. 2004 – 2008 and 2010 – 2014. The current and therefore third MVIWATA strategic plan, 2017 – 2021 has been built on priorities set in line with the current context, taking into account the lessons learned from the implementation of previous strategic plans. Core funding for implementing the current strategic plan has been provided by the Swiss Agency for Development and Cooperation (SDC), whose relationship with MVIWATA started in 2013⁴ and is scheduled to end in 2019, with possibilities of renewal. It is against this background that MVIWATA and SDC commissioned this mid-term evaluation, which is also provided for in the strategic plan.

1.2 MVIWATA Strategic Plan goals and intermediate outcomes

Table 1 below outlines the strategic goals and intermediate outcomes of the MVIWATA Strategic Plan that is under review. It also helped us see that under the Institutional Capacity of MVIWATA Strengthened strategic goal, we needed to address part of outcome 5.1: Improved advocacy at local, middle and national levels; and the whole of 5.3: Experiences and lessons across MVIWATA consolidated, documented and disseminated.

Table 1: Outline of strategic goals and intended intermediate outcomes

Strategic Goal/intended impact	Intermediate outcomes
1. Enhanced land security to smallholder farmers	1.1 Policies and legislations on land safeguard interests and rights of smallholder farmers including women and youth to access, use and control of land. 1.2 Systems and institutions for resolving conflicts on land are effective.
2. Smallholder farmers have control of sustainable production systems	2.1 Increased governance and accountability in agricultural sector. 2.2 Increased productivity in sustainable manner for smallholder farmers.
3. Inclusive financial access & security for smallholder farmers enhanced	3.1 National financial policies favourable to small scale farmers. 3.2 Increased access to financial services for smallholder farmers.
4. Smallholder farmers’ access and control in agricultural markets enhanced	4.1 Agricultural market policies and legislations are favourable to smallholder farmers. 4.2 Increased bargaining capacity of smallholder farmers for fair prices and better markets.
5. Institutional capacity of MVIWATA strengthened	5.1 Improved institutional systems, governance and advocacy capacity at local, middle and national levels. 5.2 MVIWATA has sufficient human and financial resources for its operations. 5.3 Experiences and lessons across MVIWATA consolidated, documented and disseminated.

1.3 MVIWATA identity, niche and comparative advantage

MVIWATA grew out of the need for, and value of, linking farmers and farmer groups across Tanzania and other stakeholders such as universities for mutual action-oriented learning towards sustainable agriculture and livelihood improvements. Beyond this, and equally if not more important, MVIWATA was formed to unite farmers and help them to speak in one voice to address policy and structural challenges that affect their livelihoods: “a strong national farmers’ movement, with a strong political voice that would

⁴SDC’s contribution which focuses on: (i) improving the network’s capacity to organise farmers to lobby and advocate for their rights, (ii) implement economic empowerment activities, and (iii) contribute to the network’s overall organisational and operational capacities.

be listened to by government,” as one interviewee pointed out. This thinking has endured to date and is reflected in MVIWATA’s vision and mission statement. MVIWATA has continued to work on two main frontiers: livelihoods improvement and advocacy. This identity resonates with the reasons for forming/joining MVIWATA as articulated by the members during the evaluation, to: (i) be able to speak in one voice on issues and injustices that concern farmers, (ii) access training on sustainable agriculture production and improve yields, and (iii) to gain access to markets at a fair price. MVIWATA members at various levels defined a farmer as referring to a crop producer, livestock producer and fisher folk. Consistent with this, and the domination of crop farmers notwithstanding, we established that out of the nine current national Board members, one was a pastoralist, and the other a ‘fisherwoman’⁵, with the rest being crop producers.

Similarly, the International Fund for Agricultural Development (IFAD) notes that farmers’ organisations play an invaluable role: “in shaping policies for agriculture and sustainable development, providing services to smallholders, generating employment and social integration, reducing poverty and enhancing food security ... they represent their members’ interests with other stakeholders, such as policymakers, business partners and development projects.”⁶

In terms of governance, MVIWATA’s highest policy and decision-making body is the Annual General Meeting (AGM). At national level, it delegates some of its powers to the Board of Directors comprising nine zonal representatives from whom a chairperson, vice chairperson and treasurer are selected, and to the Council comprising the Board of Directors and the Middle Level Network Chairpersons. The Executive Director, who also heads Management, is a member and the Secretary of both the Council and the Board. Currently the Board comprises four women and five men, with a man as the Chair and a woman as the Vice Chair. Interestingly, seven of the nine (78%) became Board members in 2017. There are currently no Board members aged below 35. In the middle level networks (MLN), the governance structure include, at least one young woman and one young man. However, there is variation in the implementation of this principle at local group and network levels. In addition, there are no specific caucuses for youth and for women.

1.4 Evaluation objectives

The purpose of the evaluation was to review the progress that has been made so far towards achieving the targets of the strategic plan, with a focus on gender-related aspects and to propose recommendations for the remaining period of the project. In addition, it was required to focus on relevance and impact as defined by DAC criteria. From the stated purpose and the scope of the evaluation as stated in the terms of reference, and the fact that SDC first phase support to MVIWATA ends at the end of this year, we identified the following evaluation objectives:

- a. To review the progress that has been made so far towards achieving the targets of the strategic plan,
- b. To assess the efficacy of funding models used between and among donors and across the MVIWATA vertical structures,
- c. To assess the how and the extent to which gender is being mainstreamed into MVIWATA structures, processes and programmes,
- d. To identify youth opportunities especially in relation to the use of digital innovations in and across agricultural value chains and systems,
- e. To generate insights into the probable levels of achieving the Strategic Plan intentions, and
- f. To propose recommendations, especially but not only for consideration during the remaining period of the Strategic Plan.

1.5 Scope of the evaluation

We identified the scope of the evaluation as multi-dimensional, covering:

- a. **Temporal and spatial:** The evaluation covered the 2017 to April 2019 in connection with assessing relevance, progress made, integration of gender equality and likelihood of successful realisation of strategic plan intentions. Geographically, the evaluation covered three zones and six regions of

⁵ The representative from Zanzibar pointed out that culturally, women do not do fishing but her family’s main agricultural activity is fishing.

⁶ IFAD. (2018). Farmers’ organisations in Africa: Support to Farmers’ Organisations in Africa Programme (SFOAP): Main Phase, 2013-2018. Rome, Italy: IFAD.

Tanzania, namely, the eastern zone (Morogoro), northern zone (Arusha, Kilimanjaro and Manyara) and southern highlands (Mbeya and Songwe).

- b. **Coverage of strategic plan goals:** It focused on four of the five Strategic Goals (SGs): 1) Enhanced land security to small scale farmers; 2) Small scale farmers have control of sustainable production systems; 3) Inclusive financial access and security for small scale farmers enhanced; and 4) Small scale farmers' access and control in agricultural markets enhanced. On (5) Institutional capacity of MVIWATA strengthened, the terms of reference explicitly stated that the focus of this evaluation would be on capacity building in advocacy and lesson learning, documentation and dissemination under this SG and the appropriateness of funding modalities. During the feedback meeting on emerging findings, the scope was spelt out as including: (i) establishing whether MVIWATA works as an NGO, a farmers' organization, a service provider, and/or an advocacy organisation; and how MVIWATA can improve internal vertical and horizontal communication using electronic means, and (ii) looking into how MVIWATA core funding supports lower levels, the risks involved when some donors support projects at both the national management and at middle level networks, and how MVIWATA can become financially sustainable in the long run.
- c. **Evaluation criteria:** Out of the five OECD/DAC Evaluation Criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability, the main focus was on relevance and impact.
- d. **Gender and youth:** We focused on investigating the depth and extent of gender integration in the strategic plan and in its implementation, going beyond the usual practical and strategic needs to encompass systemic and structural matters. This criterion required us to work with gender equality in the evaluation process and in preparing this report. The evaluation also had a special interest in youth, in relation to how and the extent to which digital platforms are currently being used in MVIWATA and how MVIWATA can support the youth in future to meet their needs and aspirations, including those related to digitalization.

1.6 Organisation of the report

The report is organised into the following five main sections:

- a. **The Introduction:** Provides the background to the evaluation, its objectives and scope as a way of framing the evaluation.
- b. **Methodology:** Describes the evaluation approach, processes, mechanisms and methods that were used and why, and analyses the evaluation participants by stakeholder groups, gender, and region. Through the methodology we show rigour, the methodological limitations and how we tried to overcome them.
- c. **Findings:** Addresses the main objectives of the evaluation except the recommendations, providing the necessary evidence and explanations as far as possible. It lays the foundation for both the conclusions and recommendations.
- d. **Conclusion:** Focuses on the purpose of the evaluation by summarising the progress made, main impact generated and the extent to which gender equality and youth considerations have been integrated in the strategic plan and its implementation.
- e. **Recommendations:** Covers short to medium term recommendations to consider strategies and activities to be implemented in the remaining period of the strategic plan, and long-term recommendations for consideration ahead of MVIWATA's next strategic plan.

Section 2: Evaluation approach and methodology

2.1 Evaluation approach

We drew our evaluation approach from: (i) our knowledge and experience, (ii) international good practice such as OECD/DAC, (iii) MVIWATA evaluation framework, and the (iv) Swiss Society of Evaluators. Consequently, our approach was guided by inclusiveness, gender-responsiveness, and utilisation-focus during all the four phases of this evaluation: (i) inception, (ii) field work, (iii) data analysis and report writing, and (iv) validation and finalisation of the report. As a result, we sought and obtained the participation of MVIWATA, SDC and MVIWATA stakeholders at the different stages of the evaluation process. Inclusiveness helped us to enhance credibility of the evaluation, triangulate data and increase the potential of the use of evaluation findings.

Through using a gender-responsive approach, we were able to address issues of power and power relations within MVIWATA, elicit the voices of women, youth and other marginalised groups in MVIWATA and to make their voices count in our findings and recommendations. We assessed (i) the extent to which women, and youth voices informed the interventions, (ii) how gender thinking is covered in the strategic plan and M & E system, (iii) gender-related unfair norms and practices, and (iv) the distribution of costs and benefits between women and men farmers, the ordinary members and the leadership in MVIWATA members.

From a utilisation focused approach, we drew on the strong intended-users thrust of the approach, which required us to engage with SDC and MVIWATA at the: (i) design stage, through the Inception Meeting with both, and the Planning Meeting with MVIWATA on 8 April, 2019; (ii) evaluation implementation stage through obtaining their respective contributions to the evaluation findings and recommendations; and (iii) review and feedback stage through obtaining feedback on the preliminary findings on 30 April, 2019; and incorporating the comments in the subsequent versions of the report.

In order to work with gender-responsive and utilisation-focused approaches, we drew on the feminist outcome harvesting method. Feminist outcome harvesting: (i) underlines the importance of involving those affected by an intervention in its evaluation and improvement, (ii) argues for the evaluation findings and recommendations to be useful to the intended users, (iii) focuses on harvesting outcomes that have meaning to an intervention's beneficiaries, and (iv) recognises and urges the investigation of the process by which outcomes are generated and how these may be increasing the power and agency of an intervention's beneficiaries. This explains why we spent the bulk of our field work time engaging the MVIWATA members in the regions, districts and villages, and why we also assessed the effectiveness of the strategies being utilised in implementing the strategic plan.

The strategic mix of the above-described strategies served to enhance rigour throughout the evaluation process. We treated rigour as the quality of thought put into the methodological design and implementation covering, facilitation of processes, data collation, and cross-validation and causal analysis. We used this set of approaches to conduct stratified purposive sampling, generate quantitative and qualitative data, and select data generation methods, and triangulate data by source and method.

2.2 Evaluation ethics and principles

Our cardinal evaluation ethics were to seek 'prior informed consent', to 'do no harm', and go beyond this to exercise "ethics of care". We obtained prior informed consent through explaining the purpose of the evaluation when making evaluation appointments ahead of the meetings. MVIWATA helped us in making some of the appointments. Doing no harm entailed developing a good sense of the local contexts, protecting the confidentiality of information and identity of interviewees where necessary as well as protecting and nurturing relationships between different actors. We drew on the feminist concept of ethics of care to guide our evaluation. The ethics of care compelled us to seek and obtain contributions from the marginalised MVIWATA stakeholders, to be non-partisan and independent, and to avoid political, racial, gender or any other forms of bias during the evaluation process.

2.3 Evaluation Methodology

2.3.1 Sampling design

We used purposive stratified sampling to ensure that all key internal and external MVIWATA stakeholder groups, all the five strategic goals, different regions covering different agro-ecological conditions and farming activities, women, men and young MVIWATA members and non-members, and

all the vertical layers of MVIWATA are included in the sample. The sampling was also underpinned by, and enabled inclusiveness, gender-responsiveness and an utilisation focus.

2.3.2 Data collection

The Evaluation Team (ET) utilized a combination of data collection and analysis methods (placing emphasis on triangulation). The data collection was carried out in phases as described below:

2.3.2.1 Phase 1- Inception

We reviewed: (i) the key MVIWATA documents linked to the Strategic Plan, (ii) relevant Government and sectoral policies, programs and strategies, (iii) relevant SDC documents to obtain the necessary background information (See list of reviewed documents in Annex 1). Given the need for carrying out broad-based consultations/discussions with different categories of stakeholders from ministerial/national to lower levels, relevant data collection instruments that suit the diversity of these stakeholders were developed. These include self-administered questionnaires and checklists and interview/discussion guides. We also held an orientation meeting with MVIWATA, prepared an inception report, held a preparatory meeting as the evaluation team, and presented the inception report to MVIWATA and SDC for feedback and finalization. This culminated in the production of a final inception report.

2.3.2.2 Phase 2- Field work

Field work was preceded by the field testing of the evaluation tools for MVIWATA stakeholders, leading to the refinement of the tool. During field work, the three members of the ET split and each member took the responsibility of conducting fieldwork in one, two or three regions. The process of stakeholder consultation during the field visits was facilitated by the MVIWATA Field Staff in the visited districts who accompanied the members of the ET and introduced them to district, ward and/or village leaders before embarking on key informant interviews and discussions with different groups of farmers (FGDs). Some FGDs were followed by physical observations of what farmers were doing to get a sense of some of the tangible results of MVIWATA-inspired interventions (Figure 1). The stakeholders who were consulted through individual key informant interviews and/or group discussions (FGDs) comprised:

- a. **MVIWATA:** (i) leadership at national level, (ii) Middle and local level networks and groups (women, youth and men), (iii) National and regional staff,
- b. **Funding partners:** Core strategic plan funders (SDC and Irish Aid) and funders of vertical Strategic Plans (IFAD, WeEffect, TRIAS),
- c. **Government bodies:** Central and local government officials from the Ministries of Agriculture, Industry and Trade, President's Office Regional Administration and Local Government; and local government authorities,
- d. **Learning and research organisations:** Involved in agricultural research and social and economic research, (Sokoine University of Agriculture), Tanzania Agricultural Research Institute (TARI) and
- e. **Civil Society Organisations:** SAT, ESAFF, TAHA, OIKOS, RIKOLTO and RECODA.





Figure 1: From left to right, top to bottom: the Board that leads some of the national advocacy work, a local network that does both policy influence and livelihood improvement work, women farmers in their demonstration plot, local produce collection point, farmer who grows, packages and markets mushrooms (holding a phone), and farmers involved in the value addition of spices.

The total number of evaluation participants was 461 of whom 222 (48.2 %) were women (Annex 5.2a). The total number of internal MVIWATA stakeholders – MVIWATA members and staff – is 436, which is 94.6 % of the evaluation participants. Of these, 213 (48.9 %) were women. Annex 5.2b provides the details of evaluation participants. This suggests that our sampling was reasonably gender-sensitive.

2.3.3 Data analysis and report writing

Drawing on primary and secondary data generated before 30th April, a debriefing note was prepared for presentation to SDC and MVIWATA, focusing on the emerging findings. This comprised our first collective effort at synthesizing emerging findings generated from the different regions, stakeholders and documents.

2.3.4 Presentation of and feedback on emerging findings

We presented the debriefing note on emerging findings to SDC and MVIWATA for feedback on 30th April. We addressed the feedback and suggestions, whose added value is highlighted in Section 1, through completing the data analysis and synthesis and through generating additional inputs from stakeholders and further document analysis. This resulted in the production of the draft evaluation report, which was shared with SDC and MVIWATA for comments.

2.4 Methodological limitations

We encountered time and budget limitations, which made us use purposive stratified sampling to ensure that the voices of the different stakeholder groups, especially the marginalised, women and young members were heard. The Evaluation Team Leader from Zimbabwe who does not speak Swahili was assisted by a translator during field work. In order to address women and youth specific issues, in the absence of MVIWATA structures dedicated to women and youth, we deliberately invited them to respond to relevant evaluation questions. **In some cases, it was not easy to get certain gender disaggregated data on MVIWATA interventions which perhaps reflects a weakness in the M&E data capture system. However, we were largely able to address the limitations and our findings are sufficiently robust.**

Section 3: Evaluation findings

This section presents the findings of the evaluation. It provides the body of evidence that addresses performance-related objectives of the evaluation. It lays the foundation for the sections on conclusions and recommendations.

3.1 Relevance

3.1.1 Participation in the strategic planning process

Firstly, the Board of MVIWATA participated in the evaluation of the 2010-2014 Strategic Plan, from which they learnt what MVIWATA was doing well, what it had done not so well and how to improve. The lessons and recommendation from the evaluation fed into the current Strategic Plan, which is under review. However, (as pointed out by one of the funding partners), one of the main issues, putting in place a robust monitoring and evaluation system, were addressed in the period between the two strategic plans (2015-2016). The Board also recalled that they could not address the recommendation to create more management positions, including a Head of Programmes or Deputy Director position, because it would have swelled the current Strategic Plan budget that was already big. Part of the solution might lie in delegating the implementation of some of its activities to MLNs and collaborating with LGA extension staff, especially in promoting GAPs.

Secondly, they participated in the development of the Strategic Plan in their respective zones through participating in context, stakeholder and member needs analysis first, as a Board later for review of the draft, and as part of the AGM for discussion and adoption. In addition, it is worth noting that the different cadres of members participated in the strategic planning process, including board members, representatives of MLNs and representatives of lower level networks. Relevance of the strategic plan to women, men and young members in MVIWATA

The Strategic Plan, which is in English, was later translated into Swahili as an abridged version (17-page), which Board members had a copy of during the evaluation meeting. Its substance has largely been disseminated orally through middle level network meetings and at AGMs and Council Committee meetings. However, no Swahili copies could be found in the middle level or local networks that were visited, while some MVIWATA leaders and members at these levels were not aware that MVIWATA was implementing a five-year strategic plan. MVIWATA will need to adopt a more formalized and regular communication medium in Swahili to share information to all members on a regular basis.

3.1.2 Relevance of the strategic plan to women, men and young members in MVIWATA

We established that the Strategic Plan content: strategic goals, intermediate goals are relevant to MVIWATA members as they address both livelihood and operating environment issues while at the same time building the capacity of MVIWATA to address both. However, when we looked at the strategic plan against addressing women and youth specific issues, we found it paying inadequate attention to the different issues of women and youth under two of the five strategic goals, namely: (i) smallholder farmers' access and control in agricultural markets enhanced, and (ii) institutional capacity of MVIWATA strengthened. For example, on markets, we established other issues of relevance, one of them being the non-inclusion of value addition, transportation and storage, which are important for improving income levels and for youth involvement. The proportion of men and women members in MVIWATA as a farmers' organization and among management/secretariat has not been factored in under institutional development. However, we were pleased to note that the marketing (value chain development) strategic goal is mentioned as one of the four goals under which the strategic plan's M & E Plan commits to women and youth-specific issues and changes as well:

During programme implementation, MVIWATA will focus its attention in monitoring the results or impacts from its development intervention. The impact in this case, will mean anticipated changes in policies and the lives of women, youth and marginalized population, in terms of access and utilization of land, agricultural productions systems, markets and financial services.⁷

Another relevant dimension of institutional capacity development that is missing altogether, and which is of interest to this evaluation, is networking and partnership development for creating synergies and leverage for desired change. Besides, MVIWATA has strategic partnerships towards realizing both its livelihoods and advocacy goals. At another level, the Strategic Plan, especially the activities, targets

⁷ MVIWATA. (2017). MVIWATA Monitoring and Evaluation Plan: 2017-2021. Morogoro, Tanzania: MVIWATA.

and intermediate outcomes, does not acknowledge or mention the specific policies and legal instruments to which they are responding. This (unintentionally) suggests a lack of knowledge about relevant policies and their gaps from the perspectives of men, women and young farmers; and the need to revise activities, targets and expected outcomes for the remaining period of the Strategic Plan to include the specific policies and legal instruments.

3.1.3 Relevance of the strategic plan to national policies

The government's overarching policy is the TDV 2025 which envisages by 2025, an economy transformed from a low productivity agricultural economy to a semi-industrialized one, led by modernized and highly productive agricultural activities which are effectively integrated and buttressed by supportive industrial and service activities in the rural and urban areas. To achieve the vision, the government has formulated the LTPP 2011/12-2025/26, whereby by 2025, agriculture should be accounting for 20.7% of GDP and will transform, through mechanization and commercialization, into a modern sector capable of producing high quality output in sufficient amounts to ensure nationwide food security and food self-sufficiency, and increasing incomes through viable internal and international trade. Likewise, the ASDP II envisages an agricultural sector in the year 2024/25 being modernized, commercial, market-oriented, highly productive and profitable, resilient, utilizing natural resources in a sustainable manner, securing food security throughout the country, expanding its export to regional and international markets and contributing to improved livelihood in rural and urban area of the country. Thus the goal of the policy is to promote inclusive and sustainable agricultural growth of 6% p.a.; to reduce rural poverty to 24% by 2025; and to improve food and nutrition security.

However, despite government's efforts as guided by its policy and various programmes, including ASDP I and now ASDP II, small scale farmers have continued to face many challenges, which MVIWATA's current Strategic Plan addresses:

- Low productivity due to low adoption of GAPs especially agro-inputs.
- High inputs prices, low produce prices, lack of formal markets and untrustworthy brokers.
- Inadequate knowledge and information services and institutional arrangements to effectively support commercialization by small-scale farmers.

In addition, the strategic goals of the MVIWATA Strategic Plan also address the Government's efforts of making the agricultural sector ensures food and nutrition security, reduces poverty and increases the GDP and the industrialisation of the economy. There is also strong evidence to suggest that the Strategic Plan is relevant to the needs and aspirations of smallholder farmers in Tanzania as one recent study shows:

The most crucial changes have taken place since 2016 with the adoption of a new Strategic Plan (2017-2021) by the General Assembly. Among other things, the new Strategic Plan makes a critical evaluation of MVIWATA's past and acknowledges that MVIWATA embraced virtually every project from donors, at the expense of its founding mission. The major change brought about by the new Strategic Plan is the shift of MVIWATA from a project-oriented organisation into a more activist organisation with its major focus on enhancing smallholder ownership and control of means and processes of production (Martiniello, Nyamsenda, 2018, pp. 12-13).

In our review of the effectiveness of strategies below, we reveal some of the challenges being encountered in making this shift happen.

3.2 Effectiveness of implementation strategies, processes and mechanisms

Implementation strategies, processes and mechanisms are an important part of MVIWATA's strategic plan as they indicate how changes and intended outcomes will be generated. Their appropriateness, adequacy and effectiveness have an effect on the delivery of the plan and therefore form an important part of the evaluation. The strategic plan shows that MVIWATA's main strategies and mechanisms are: (i) research studies, (ii) fact-finding missions, (iii) consultative meetings, (iv) needs-based, tailor-made training, (v) campaigns, advocacy and provision of legal services, (vi) facilitation (of farmer access to their rights and to markets), (vii) information, education and communication materials, and (viii) media (producing radio and TV programmes and establishing a MVIWATA FM Radio station for advocacy and communication), (ix) multilevel institutional capacity development, and (x) monitoring and evaluation.

We identified the use of digitalization as potentially helpful but missing in the strategic plan and in MVIWATA's practice. Under institutional capacity development, we found networking and partnership

building missing in the strategic plan but actually taking place in practice. Table 2 summarises the extent to which the strategies have been used so far and our impressions of their relative effectiveness.

Table 2: Assessment of implementation strategies

Strategy	Extent of use to date	Effectiveness to date
Research studies	Several studies have been conducted to shape MVIWATA's decision-making and policy influence work. These include a study on challenges affecting women and youth in land policies, legislation and procedures; and on Causes and Solutions to Land Conflicts in Tanzania: An Updated Case of Morogoro Region; A study on the Indigenous Knowledge on agriculture; An assessment of the impact of bulk fertilizer procurement to smallholder's farmers; Constraints which Limit Smallholder farmers, in particular women and youth to access financial services; A study on Assessing Farmer to Market alliance linkage model, and An assessment of the Agriculture Sector Development Programme (ASDP II). Many of these studies have yet to be finalized. MVIWATA has conducted a rapid assessment in Njombe and Wanging'ombe Districts on the challenges associated with the use of weights and measures.	Some of the studies done especially those done in 2018 have not yet been finalized and so have not yet contributed to evidence-based lobbying efforts on MVIWATA. It is noteworthy that two studies have focused specifically on women and youth. However, the rest of the studies did not address gender issues specifically. The rapid assessment has provided important information to MVIWATA's presentations to Local Government Authorities and other stakeholders including farmers and traders through sensitization workshops held in different Districts in the country, which has resulted in heightened awareness on the need to use standard measures. However, much more work is needed in this area by other stakeholders including the government to make sure that this is implemented across the whole country.
Fact-finding missions	A fact finding mission to Kilosa to monitor the extent to which repossessed land was being re-allocated to farmers was conducted in collaboration with TALA.	Overall, the fact finding mission provided information to MVIWATA that was useful in lobbying for the fair allocation of the land repossessed by government to the original and rightful owners of the land.
Consultative meetings with government	This has been an important strategy in MVIWATA's attempt to influence government decision on various issues. Several contacts have been made with several government Ministers, the Prime Minister, Members of Parliament, the Secretary General of the ruling party and District Executive Directors.	Major issues for consultation have revolved around the operation of the markets that were constructed by MVIWATA in various districts, the use of GMO seeds in Tanzania, and the resolution of land conflicts in various districts. While the running of the markets continues to be a contentious issue, some success has been achieved in other areas particularly with the government banning the use of GMOs and the resolution of land conflicts that has bestowed land rights to rightful owners.
Needs-based, tailor-made training	Training on agricultural production, business skills, management of micro-financial institutions (SACCOS and VICOBA), marketing, gender, leadership and management has been widely implemented. However, training on advocacy has been relative low. In some cases training has been combined with demonstrations, study tours and exchange visits.	Training on production techniques has been effective in increasing productivity. But increase in incomes have been less impressive due to high input costs, low market prices for produce and lack of assured markets, especially for maize. Training on SACCOS and VICOBA has stimulated the establishment of many MFIs thus improving access to financial services in the rural areas.
Campaigns, advocacy and provision of legal services	There have been some national level advocacy and campaigns on the land issue, and some local level advocacy on market levy and land tax matters, with assistance from the national secretariat. Three regions reported having initiated and implemented advocacy on their own without the help of the national secretariat and in line with the aspirations of MVIWATA. Legal services, which are accessed through the national secretariat, have been tapped into.	There appears to be inadequate utilisation of advocacy at the middle and local level, without national support. While legal services have been effective at dealing with matters raised so far, there is a danger of over-dependence on this at the expense of developing farmer capacity to speak for themselves. This will allow for farmers to define their advocacy agenda as defined by their local contexts and gender.
Facilitation (of farmers' access to their rights and to markets)	MVIWATA secretariat has facilitated two local farmer networks to access the international market through supporting the formation and functioning of a spice company in Morogoro Rural District. It has also facilitated a process by Government reclaimed land that had been taken over by domestic and foreign investors at the expense of the locals.	Facilitating market access appears to have been too limited so far as farmers cannot find sustainable markets for surplus maize and other cash crops. It is too early to say whether access to land right has been effective as the policies and laws governing land issues have not been changed.

Information, education and communication materials	MVIWATA in collaboration with other partners has published several manuals, booklets and posters to support the training given to members on various topics such as gender and Public Expenditure Tracking System (PETS).	Given that MVIWATA is a network organization with a major aim of facilitating communication and networking amongst members, more effort needs to be devoted to the production of IEC materials to achieve this aim.
Media (radio and TV programmes and a MVIWATA FM Radio)	MVIWATA used to publish a Swahili newsletter PAMBAZUKO which used to report news from various local networks and groups for sharing with other farmers but this has been discontinued. Of recent MVIWATA has relied more on media (radio, television and newspaper) to report the various activities and events that have been organized by MVIWATA. In addition, MVIWATA is using social media (Face book, twitter) and its website to post news items for the public, including a quarterly e-bulletin. In addition, plans are at an advanced stage to start the MVIWATA radio station.	The lack of a regular print publication or a regular radio programme has meant that MVIWATA is not very much heard by its members, or the small scale farmers at large, as a result its visibility is somewhat declining. Many respondents admitted that MVIWATA is known mostly in relation to the projects it implements but not in its own right as a farmers' organization, which has a serious disadvantage in terms of attracting new members. It also limits the ability of MVIWATA to galvanize small scale farmers for collective action since the only time they feel a sense of unity is once a year when they hold the annual general meeting. It will be important for MVIWATA to have a sound business plan for running the radio station while at the same time making it relevant to small scale farmers.
Multilevel institutional capacity development	Within the framework of the Strategic Plan, institutional capacity development has mostly been in terms of training members and leaders on management and leadership, entrepreneurial skills, and GAPs.	The training programmes have been implemented coupled with establishment of demonstration plots/Farmers Field Schools, study tours and exchange visits. However, when it comes to lobbying and advocacy, this capacity is still largely limited to the national secretariat, rather than to the members or the staff at lower levels. There is need for strengthening the capacity of farmers and lower level staff in lobbying and advocacy so that advocacy can be carried out at various fronts rather than being limited to the national secretariat only.
Networking and collaborative partnerships	MVIWATA is using this strategy to tap into the comparative advantages of specialised NGOs such as TALA, HakiArdhi, SAT and ACB, regional and international farmer organisations such as ESAFF and La Via Campesina, SUA and the University of Dar es Salaam as well as agriculture research institutes in different regions of the country. However, we could not establish any partnerships with gender and youth organisations.	The strategy appears to have worked effectively particularly on issues of land and GMO seeds. Consequently, it has gained the attention of the Government. This in turn has created expectations, some of which MVIWATA has not been able to meet (e.g. attending national dialogue meetings). This has been attributed to low senior staff numbers and limited independent MVIWATA leadership attendance. The only other concern raised was concerned with lack of clarity about whether MVIWATA promotes high external input agriculture on one hand, and agroecology on the other.
Monitoring and evaluation	MVIWATA has a Strategic Plan Monitoring and Evaluation Plan, which it has used for internal monitoring and annual reporting.	The Monitoring and Evaluation Plan/Framework has been commended as one of MVIWATA's major improvements over the years. Its application in annual reporting appears to be effective. However, it lacks a learning component. One of the complaints from middle level network staff is the lack of feedback from the national secretariat on reports that they submit and the lack of regular hierarchical or horizontal sharing of information within the organization.

While the strategies and processes pay some attention to gender equality and youth participation to an extent, but there is a lot more that can be done to strengthen this across the different strategies. However, there are completely no youth or women specific mechanisms to address their specific needs and opportunities (e.g. youth forums and women caucuses). This suggests the need for MVIWATA to deploy a gender-specialist to assist MVIWATA to undertake gender analysis to identify gender-specific needs, promote, and monitor women and youth participation in and benefits from MVIWATA activities.

3.3 Progress in the implementation of the Strategic Plan (effectiveness)

The Strategic Plan does not include specific targets to be reached over the entire planning period but sets annual targets, against which we made our effectiveness assessment as discussed below (3.5.1 to 3.5.4).

3.3.1 Enhanced land security to smallholder farmers

The outcomes of the implementation of the activities of the first half of the Strategic Plan (SP) were assessed through review of MVIWATA annual reports, key informant interviews (KIIs) and FGDs carried out in selected MVIWATA operational areas. Evidence from MVIWATA 2017 and 2018 annual reports, Key Informant interviews and FGDs indicate that the two-year activities implemented by MVIWATA on enhancement of land security to smallholder farmers have brought the following outcomes:

- a. Provision of Certificate of Customary Rights of Occupancy (CCRO) to some smallholder farmers (women and men). According to the 2018 MVIWATA annual report, 583 (190 women and 393 men)

smallholder farmers were supported to acquire CCROs involving approximately 2,229 hectares of land. We could not establish the proportion of the 2,229 hectares owned women and men. However, the percentage of women beneficiaries was relatively low at 32.6 %. We traced this to the stubborn traditional norms, which favour land ownership by men as indicated by farmers during the evaluation and confirmed by research (Shivji, 2002; Isinika and Mutabazi; 2010; Peterman, 2011). Unfortunately there is no breakdown of what proportion of the MVIWATA capacity strengthening activities on land rights advocacy which have enabled some of the networks and farmer leaders in the respective districts to challenge unjust land practices.

- b. Decline in incidences of land conflicts in areas with endemic land conflicts. For example Mambegwa village in Kilosa District which had endemic land conflicts has experienced decrease in land conflicts and has been granted 800 hectares of land whose title was revoked by the President of the United Republic of Tanzania. Also through the courts of law and administrative ways, 30 farmers acquired 24 hectares of land from revoked farms. These outcomes were verified during key informant interviews held in Kilosa District. Besides conflicts with investors, evidence from key informant interviews and FGDs held in Kilosa District suggest that conflicts between livestock farmers and crop farmers have substantially decline as a result of MVIWATA conflict resolution activities in the past two years. For example, crop farming communities in Msowero, where there was high incidence of land conflicts between crop farmers and livestock farmers, the incidence of such conflicts fell by about 90%.

3.3.2 Sustainable production systems

One of the expected outcomes is increased productivity in a sustainable manner for smallholder farmers in the MVIWATA operational areas through introduction of sustainable agricultural practices or good agricultural practices to smallholder farmers (women and men). Evidence from the 2017 and 2018 MVIWATA annual reports suggest productivity increases for paddy, maize and Irish potatoes for both women and men (Table 3). It is likely that the increase in productivity was not evenly experienced by women and men, as men in Tanzania are better-resourced and have better access to productivity-enhancing technologies such as improved seeds, fertilizers and modern farming (Thabiti, 2014, Slavchevska, 2015, Achandi, 2018, Meinen-Dick et al., 2019, Isinika et al., 2019). **Reducing this gender disparity requires gender-responsive support systems.**

Table 3: Crop yields reported in 2017 and 2018 MVIWATA annual reports

Year/Crop	Location	Productivity		Increase in productivity (%)
		Before training	After training	
2017				
Paddy	Ligumbilo village,	2.2 tons/acre	3.0 tons/acre	36%
Maize ^a	Mlangali ward-Ludewa district	1.4 tons/acre	2.5 tons/acre	78%
2018				
Irish potatoes ^b	Nyandira ward, Mvomero	3.2 tons/acre	8.0 tons/acre	150%
Maize ^c	District	1.5 tons/acre	2.2 tons/acre	47%
Paddy ^c		2.1 tons/acre	3.5 tons/acre	67%

Note: ^a An average for a sample of 816 smallholder farmers (321 women and 495 men)

^b An average for a sample of 58 smallholder farmers (26 women and 32 men)

^c An average for a sample of 630 smallholder farmers (279 women and 351 men)

(Source: 2017 and 2018 MVIWATA Annual Reports)

Primary data generated during the mid-term evaluation in some areas provided evidence of increase in crop productivity of various crops including paddy, maize, beans, pigeon peas and Irish potatoes (Table 4) due to improved agricultural skills acquired from MVIWATA training. The percentage increases are generally higher than those reported in 2017 and 2018. More importantly, the data is gender-disaggregated. Although the sample is too small to provide a basis for generalising, it shows that productivity has significantly increased for women, men and youth and women's productivity levels were, and remain lower than those of men per crop. The highest percentage increase in maize yields

was achieved by women, in rice by youth, and in beans by men. At any rate, the increase in productivity improved food security and incomes of women, men and youth.

Table 4: Examples of crops yields reported by participants of FGDs during field visits

Farmer No.	Sex/Age group of farmer	Crop	Location	Productivity		Increase in productivity (%)
				Before training	After training	
1	Woman	Rice	Mabadaga, Mbarali DC	0.60	1.25	108%
2	Woman	Rice	Lunwa, Mbarali DC	0.95	1.60	68%
3	Man	Maize	Chiwezi village, Tunduma District Council	1.2 tons /acre	1.8 tons/acre	50%
4	Woman	Beans	Chiwezi village, Tunduma District Council	0.05 tons/acre	0.24 tons/acre	380%
5	Man	Beans	Chiwezi village, Tunduma District Council	0.18 tons /acre	0.960 tons /acre	430%
6	Man	Maize	Iganya village, Magamba ward in Mbozi district	1.3 tons/acre	2.25 tons/acre	73%
7	Woman	Maize	Iganya village, Magamba ward in Mbozi district	1.5 tons/acre	2.4 tons/acre	60%
8	Youth	Rice	Namin'gongo in Momba District	0.7 tons/acre	2.4 tons/acre	243%
9	Youth	Rice	Namin'gongo in Momba District	0.45 tons/acre	1.5 tons/acre	230%
10	Youth	Rice	Namin'gongo in Momba District	0.78 tons/acre	1.475 tons/acre	89%
11	Woman	Maize	Nakawale, Momba DC	0.69 tons/acre	2.70 tons/acre	291%
12	Woman	Maize	Nakawale, Momba DC	0.81 tons/acre	2.25 tons/acre	178%
13	Woman	Sunflower	Magungu, Kiteto District Council	0.70 tons/acre	2.00 tons/acre	186%

3.3.3 Inclusive financial access and security for smallholder farmers

We established that SACCOS and VICOBA is the most popular group activity among MVIWATA members. While in some cases they are stand-alone activities, in many other cases they are linked to other activities such as AMCOS, agricultural production, environmental management and irrigation groups. We also established that SACCOS membership has been increasing alongside the number of shares and savings and loan disbursement in SACCOS and VICOBA in MVIWATA operational areas. For example, the MVIWATA 2017 Annual Report shows that in Morogoro, Kilimanjaro and Arusha Regions, membership has on average increased by 3.5% between January and December 2017 while value of shares, savings, and loans disbursed increased by 4.6%, 15.6% and 14.3% respectively during the same period.

In 2018, 29 SACCOS with a capital of Tshs 4,028,203,884 provided loans of Tshs 1,521,495,770 to 4,439 farmers (1,830 women and 2,073 men). Unfortunately, we could not establish the actual amounts received by men and women. In the same year, 21 VICOBA with capital of Tshs 94,690,700 issued loans of Tshs 57,700,000 to 201 farmers comprising 128 women (63.7 %) and 63 men. We concluded that a higher proportion of women benefited because VICOBA have more women members. Furthermore, in the same year, 5 MFIs (1 SACCOS and 4 VICOBA) with 159 members (82 women and 77 men) were established, with a capital of Tshs 18,295,000 and issued loans of Tshs 10,970,000 to 20 farmers (14 women and 6 men). This is consistent with the observations made during field visits in Manyara, Mbozi, Tunduma, Momba, Kiteto and Morogoro Rural Districts. We established that the number of members, shares, savings and loans disbursed have increased during the past two years largely due to efforts made by MVIWATA leaders in promoting VICOBA and SACCOS.

The evidence generated shows that women form the majority of beneficiaries of the MFIs especially VICOBA. This has had an empowering effect especially on women because they are able to acquire the financial means to invest in income generating activities and to contribute to household expenses. Majority of the 222 women who participated in the FGDs reported that they make decisions on how to use the money and have invested in what they consider to be priorities for their households, which was not the case before when they depended on their husbands' incomes. Some of these priorities included construction of better houses, paying of school fees, and purchasing of bicycles for their school-going children.

3.3.4 Improving smallholder farmers' access and control in agricultural markets

The major MVIWATA efforts to improve market access during the past two years of implementing the Strategic Plan have been through the strengthening/establishment of AMCOS, improvement of facilities at the market centres, linking smallholder farmers to markets through AMCOS and use of digital platforms and increasing farmers' bargaining power.

Evidence from the 2017 and 2018 MVIWATA reports, key informant interviews and FGDs held with farmers in the districts visited during the fieldwork indicate that the outcomes of these efforts have been positive in some cases and negative in other cases. Data from the 2017 MVIWATA Annual Report indicate that 32 spice producers (4 women and 28 men) in Tawa and Kinole in Morogoro District (who formed Kinota Company), who were linked to traders in Dar es Salaam through ZANOP Company Limited, sold their spices at relatively high price of Tshs 17,000 per kg compared to the market price which ranged from Tshs 800 to 1,200 per kg. **The small proportion of women (12.5 %) involved in Kinota illustrates yet again, why MVIWATA should adopt a gender equality approach**, but it is not surprising as fewer women participate in agricultural value chains (Baden, 2013; Achandi, 2018; Idris, 2018; Mnimbo, 2018). Also the report indicates that two farmer groups in Njombe that were linked to potato buyers in Dar es Salaam in January 2017 were able to sell 30 tons of potatoes to the traders at a price of Tshs 850 per kg as opposed to the price in their location which was Tshs 500 per kg. MVIWATA also facilitated 33 groups of farmers to sell 985 tons of maize and 1,768 tons of rice at a value of Tshs 1,251,606,700. Unfortunately there is no gender disaggregated data for both potato and maize farmers. This calls for improvement in the MVIWATA M & E to ensure that all data is sex disaggregated.

According to the 2018 MVIWATA Annual Report, 60 associations with 4,801 farmers (1,330 women and 3,471 men) aggregated and sold 7,873 tons of maize at the value of Tshs 2,199,256,400 while 38 associations with 1,274 farmers (722 women and 552 men) aggregated and sold 19,534.62 tons of rice at a value of Tshs 10,946,045,200. We could not find data for further disaggregation of the tonnage and earnings for women and men.

The above positive outcomes of the MVIWATA efforts to link farmers to buyers were also reported during the Key Informant interviews and FGDs held in the districts visited during the fieldwork. For example, participants of the FGDs in Mbozi and Tunduma benefited from the link with buyers of maize facilitated by MVIWATA for only one maize growing season (2016/17). In this season, farmers were fully paid after selling their maize to a maize buyer through their AMCOS on credit after receiving inputs from the buyer. However, during the 2017/18 season, farmers were partially paid and they are still struggling to get paid despite the written contractual agreement made with the buyer. **This suggests the need for more coordinated negotiation with both suppliers and buyers, which draws on collective agency of farmer networks, and if necessary, of legal aid services as well. MVIWATA advocacy training, which should benefit from partnerships with ESAFF, should include influencing private sector actors as well.**

We found the formation and operationalisation of the Kinota Company to value add and market processed spices instructive as a potential way forward, based on its value chain development approach. Value addition for fruits, cereals, livestock and fish should be considered in the scaling out of this approach.

Despite some efforts made by MVIWATA to promote use of Digital Platforms to access markets and other information relevant to farmers, usage has remained very low largely because the internet penetration rate is low at about 15%, compared to Kenya (about 37%) and the global average of 40% (Haji et al., 2017). This was confirmed by youth during the evaluation, who also added that some of the farmers were not digital literate. However, the use of ICT has been increasing over the years (ibid). In MVIWATA there are isolated cases where digital platforms are being utilised. For example, through the use of MVIWATA Agricultural Marketing Information System (MAMIS), clove producers in Kinole ward were able to sell one ton of cloves through Tandai market at a price of Tshs 9,500 per kg in 2017. FGDs indicated that the few farmers who use the digital platforms are mainly the young men. We see young men as an important entry point for promoting digital platforms in future. **These would need to be provided with appropriate support in local and network group settings so that they help fellow farmers how to get agro-based information from radio, television, cell phone and online.** Studies

conducted in East Africa suggest that digital platforms are an important tool for encouraging and supporting youth participation and productivity in agriculture, especially when broadcast media is combined with feature phone that use bulk messages, and internet-enabled devices. Digital platforms are especially critical because they enable the youth to access and provide real-time data on whether, what is on demand and prices. It is also cheaper and overcomes geographical barriers while increasing the potential for better returns through informed decision-making. It enables youth to access information on disease control, GAP and to self-organise swiftly (Mercy Corps, 2019).

In general, produce marketing (low prices, unfair measurements, poor post-harvest handling, buyers who are not trusted) and inputs supply (high prices, fake seeds, untimeliness, unavailability) still remain the biggest challenges facing smallholder farmers. Farmers in Morogoro Region, who reported the challenge of poor quality seed, did not organise themselves to tackle the problem, suggesting a strong need for capacity development on self-organisation to challenge unfair practices. **On the issue of prices of agricultural products, MVIWATA should lobby and advocate for establishment of a price stabilization fund for agricultural products as a mechanism for reducing the negative impact of prices decline on smallholder farmers' incomes.**

3.3.5 Institutional capacity building

A lot of effort has been put into training of members on management and leadership, entrepreneurship, and on GAPs. Evidence from the FGDs shows that the capacity building activities are highly appreciated by most members and seen as the main benefits of being a member of MVIWATA, especially the opportunity to network with other farmers, to be linked to external organizations, to visit other areas etc. However, some participants of FGDs reported tangible benefits. For example, during FGDs at Mzumbe one reported benefiting from a mushroom enterprise established after a study tour to Kilimanjaro where she learned how to grow mushrooms and she is now doing a profitable business and has established a group of mushroom producers.

Besides the individual benefits, MVIWATA as an organization has benefited from the recent efforts to increase MVIWATA membership. The 2018 Annual Report shows that 98 farmers' groups comprising of 1,046 (449 women and 597 men) members were recruited as members of MVIWATA. According to the report, MVIWATA has so far successfully registered 26,285 (13,536 women and 12,749 men) farmers registered in MVIWATA membership database. **Despite the recent increase in the membership, mobilization of farmers to join MVIWATA especially in the old MVIWATA operational areas has lagged behind. As a result, MVIWATA is generally perceived as an organization for the lucky few rather than an organization for all farmers.**

3.4 Funding modalities and levels

Apart from SDC, currently MVIWATA is funded by several donors with some donors supporting projects at the National Secretariat and others such as TRIAS and SIDA/We-Effect, Farm Concern International and Uniterria funding projects at MLN level. Therefore, while some donors provide core funding, others support specific projects some of which are based at the national secretariat and others at MLNs. As a result, there are projects that are executed by the national secretariat and others by the MLNs. However, in terms of reporting the national secretariat prepares a consolidated report based on reports received from MLNs, while at the same time these MLNs are obliged to report directly to donors supporting their respective projects.

This system of funding has the risk that some activities may be duplicated while at the same time failing to address other key issues. For example, while capacity building activities are given emphasis by most donors at both national and MLN, there is no specific programme for membership mobilization. Likewise, while some donors support the PETS project at national level, another donor was supporting the Public Social Accountability Monitoring (PSAM) at a MLN, when these initiatives could have been combined and the approaches streamlined since they have essentially the same objectives.

The system of having some donors providing core funding and others not, but concentrating on project funding is being met with resistance, especially by the former group of donors. Those that contributed to the evaluation indicated that they would be happy to contribute to basket funding as pooled funding enables each partner to reach a wider scale and create deeper impact. Funding several unconnected projects would not generate such impact. **There is need for the creation of a donor platform, which MVIWATA does not have currently.**

According to the Strategic Plan, the cost of implementing activities for 2017 was estimated to be Tshs 4,315,213,426, while the actual amount availed was about Tshs 3,720,492,592 (86%). For 2018 the cost estimate in the Strategic Plan is Tshs 3,485,833,200 while the actual availed was about Tshs 2,349,337,892 (67%). This shows that to a large degree, MVIWATA was able to raise resources to finance the strategic plan in 2019 but resources raised declined to 67% of the annual budget in 2018. This would have had negative effect on the level of implementation of the planned activities if there were no cost reduction measures to compensate for the difference between the annual budget plans and actual amount of funds disbursed. One of the cost reduction measures was using public transport for long distant trips instead of MVIWATA vehicles. The cost reduction measures coupled with efficient use of the disbursed funds enabled MVIWATA to achieve the intended targets as indicated in the next section.

However, currently, MVIWATA is depending almost entirely on donors for implementing the strategic plan. This leaves MVIWATA very vulnerable to changes in donor policies and priorities. It also calls into question the credibility of MVIWATA as a “farmers’ voice” when 90% of its current budget comes from donors as stated in the draft Resource Mobilisation Strategy. **MVIWATA must therefore pursue vigorously its plans for the formation of MVIWATA Company Limited, starting of FM radio, and the construction of resource centre at MVIWATA head office, among other strategies for internal fund raising.**

3.5 Emerging impact

Impacts refer to the broader changes that have occurred in the welfare of beneficiaries and their community, whether positive, negative, direct, indirect, intended or un-intended as a result of the outcomes of the interventions or implemented activities. Assessment of impact focused on four impact domains: (i) food security as a result of increased agricultural productivity, (ii) household income and assets; (iii) human and social capital and empowerment and (iv) the environment and climate change. Although meaningful impact of the Strategic Plan was not expected to occur during the two year period of implementation of the Strategic Plan, stakeholders consulted especially the smallholder farmers (women and men) who participated in the FGDs have benefited from the interventions/activities implemented since the commencement of the Strategic Plan implementation in 2017. The evidence on impact as provided by key informants, smallholder themselves during the FGDs as well as data from the MVIWATA annual reports is described below in terms of the above four impact domains.

3.5.1 Enhanced food and nutrition security

One of the major outcomes of the adoption of good agricultural practices indicated above is increased crop productivity. Most FGDs participants were of the opinion that their household food security and nutrition have improved because of increased productivity of various food crops, notably rice, maize and beans. The participants acknowledged that household nutrition security has been enhanced by increased productivity of beans and use of some of the increased incomes from sales of surplus maize and rice to purchase food items like meat and vegetables. Also the farmers indicated that storage services provided by AMCOS and individuals with warehouses enhance food security through reduction of post-harvest losses resulting from pests that damage produce.

3.5.2 Household income and assets

Most farmers who participated in FGDs reported increases in household incomes in the past two years as a result of increasing productivity and/or access to niche markets that offer premium prices for their produce. Maize and rice farmers talked to in Mbozi and Momba Districts in Songwe Region reported to earn more money from sale of surplus rice and maize after using good agricultural practices introduced in 2017 compared the years before introduction of the practices. Annex 3 shows examples of individual smallholder farmers in Mbarali, Mbozi and Momba Districts who have increased their incomes as a result of practicing sustainable or good agricultural practices in the past two years. It is evident from the table that the adoption of the sustainable or good agricultural practices has increased incomes of smallholder farmers.

There were also cases of farmers who earned more income as a result of selling their produce at premium prices. This occurred in Tawa and Kinole in Morogoro District in 2017 where 32 spice farmers (4 women and 28 men) linked to buyers by MVIWATA sold 2 tons of cinnamon to a buyer from Dar es Salaam at Tshs 17,000 per kg which was higher than the highest market price of Tshs 12,000. They earned Tshs 34,000,000 instead of Tshs 24,000,000 if they had sold at the market price.

Evidence from FGDs indicate that the increase in incomes from sale of maize, rice, beans, mushrooms and other produce have enabled farmers to acquire assets such as bicycles, motorcycles, mobile phones (See Figures 2, 3 & 4 below). During the FGDs at Isansa village in Mbozi District, some of the women participants testified:

Women are now better dressed than three years ago and are putting on waxes purchased from the DRC at Tunduma. We have a discretionary income that allows us to buy what we want. In the past three years, we used to depend on our husbands.

On the other hand, one of the male participants reported that before using sustainable agricultural production practices,

Many men failed to buy good clothes for their wives and children. However, after using good agricultural practices men are assured of adequate income that allows them to meet needs of their families.

Accordingly, some youth have also acquired bicycles and motorcycles for private use and business because of income earned as a result of using good agricultural practices in paddy production. Some young people who owned bicycles before practising improved paddy farming have now replaced them with motorcycles.



Figure 2: Richard Mlozi above at his home Iganya village in Mbozi District with a motorcycle he bought as a result of selling surplus maize after paying the input credit



Figure 3: Elia, a young rice producer in Naming'ongo village with his motorcycle purchased using income from sale of rice



Figure 4: Mzumbe farmer leader (with phone) who produces & markets mushrooms

Elia is a member of Naming'ongo youth group comprising of 1,500 youth involved in rice farming. He is one of the 10 members of the youth group who were the early adopters of the sustainable rice production practices in 2017. Discussions with the youth revealed that most of them have decided to use sustainable rice production practices after seeing the incomes earned by their colleagues who were the early adopters. Apart from the youth group, discussions with separate women groups and mixed group of women and men revealed that more than 90% of the group members are now using the sustainable production practices for various crops including rice, maize, beans and sunflower. Based on the MVIWATA annual reports that 10,666 farmers were trained on sustainable production practices in the past two years, the increase in crop productivity is likely to impact more than 50,000 farming households before the end of the Strategic Plan (including spillover effects to those who were not directly trained). With reference to the gender composition of the groups which received training on sustainable farming practices of 48% women and 52% men, the increase in income is likely to impact 50,000 (21,000 women and 29,000 women) farmers. However, the benefits of the increase in income will depend on the control of income which is mediated by norms and traditions of the ethnic group. Women are not likely to benefit from the increased income if the household income will be controlled by men.

3.5.3 Human and social capital and empowerment

The underlying implication of a human capital perspective is that investment in knowledge and skills brings economic returns, individually and therefore collectively; while social capital focuses on networks: the relationships within and between them, and the norms, which govern these relationships. Accordingly, the interventions associated with the implementation of the Strategic Plan in the past two years has had some impact, emanating from the participatory and group approaches adopted in the implementation. It was reported and observed that formation and strengthening of various types of

groups (e.g. farmer groups under MVIWATA Local Level networks comprising of MVIWATA and non-MVIWATA members, VICOBA, SACCOs and promoters) through capacity building like training, study visits and attendance to agricultural shows facilitated empowerment of these groups (majority being women) and enhanced their human and social capital.

The major elements of the impact on human assets are those related to well-being, that is: health, nutritional status; literacy and level of knowledge; occupational skills and capability; burden of workload; and attitudinal traits of confidence, optimism and trust.

3.5.4 Member-initiated and led advocacy from the 'bottom'

Three of the nine Board members who participated in the evaluation shared of advocacy work that they launched from the ground at their own initiative, something we found consistent with what a farmer organisation should embed in its strategies and reflect in its communication with others.

In the Coastal zone, members used the PETS tool to successfully advocate for the implementation of an irrigation scheme in Kisere (2017-2018), which had been planned for a long time but not done. They also advocated for the building of a school.

In Shinyanga zone – a major cotton-producing area in the country, MVIWATA responded to the supply of sub-standard seed by the only cotton seed company – following poor germination and harvests (2016-2017) – by facilitating the formation of a multi-stakeholder network. Through the network, and subsequent support from the MVIWATA HQ, the government ended the monopoly of the cotton seed market by registering other seed supplies that are now operational.

In Arusha, during the 2014-2016 period, MVIWATA mobilised themselves against exposure to the increasing frequency and intensity of wind, which they attributed to climate change, by planting 21,000 multi-purpose trees (soil protection, fruits and timber). They got the seedlings from the Department of Forestry after convincing them that trees would benefit whole communities. In the same zone, which produces sunflower, MVIWATA members organised themselves and acquired a sunflower processing machine for producing cooking oil.

3.6 Sustainability

Sustainability refers to the likelihood that benefits generated by the interventions during the implementation of the five year MVIWATA Strategic plan will continue after the Strategic Plan period with a reduced external support and will be resilient to threats. Sustainability was assessed by looking at (i) mechanisms put in place to support the beneficiaries of the strategic plan intervention (women, men and youth) to continue practicing the interventions after the end of the strategic plan, and (ii) the availability of financial, organizational/institutional and technical support to the smallholder farmers to maintain the benefits from the interventions after the end of the strategic plan. Evidence from the MVIWATA 2017 and 2019 annual reports and consultations with wide range of stakeholders through key informant interviews and FGDs suggest a high likelihood of the benefits generated during the period of the strategic plan to be sustained.

Efforts made to establish and strengthen the LLNs and grassroots organizations like VICOBA, SACCOS, AMCOS, market boards, etc. and ensuring that they are properly organized and some registered as independent entities will enhance their performance and continuity of activities. Additionally, efforts being made to build the capacity of MVIWATA leaders (at MLNs and LLNs), village leaders and farmers groups and individual farmers through training will ensure continuity of the activities being implemented during the Five Year Strategic Plan. The strengthened VICOBA and SACCOS will be able to provide financial support to farmers while organizational support will come from the strengthened MLNs, local level networks and the Local Government Authorities. In fact Local Government Authorities (LGAs) will be crucial in providing technical support through their subject matter specialists to ensure continuity of activities after the end of the Strategic Plan. Unfortunately stakeholders consulted at the local government level have mixed views on the extent to which MVIWATA is collaborating with the local government in implementing its strategic plan, some rating the collaboration as being weak while others said it is satisfactory. **To inform and to elicit the cooperation of the LGAs it will be necessary to involve at least the relevant district-level officials in the planning and execution of various activities in the different districts, including inviting local leaders to officiate at any MVIWATA function.**

3.7 Explanations behind progress and impact, and potential for impact sustainability

3.7.1 Main enablers

The implementation of the current Strategic Plan is being enabled by many factors, which are described below.

3.7.1.1 Farmer-supportive policy provisions

The current policy environment is generally favourable to small-scale farmers' needs, especially those relating to agriculture, land, cooperatives, trade and marketing, youth and gender. These include the Agricultural Sector Development Strategy II, the National Agricultural Policy of 2013, the Agricultural Sector Development Programme II, National Strategy for Growth and Poverty Reduction II, and other sectoral policies. There are specific policies that support youth skills development and participation in agriculture and enterprise development including the National Strategy for Youth Involvement in Agriculture (2016), National Youth and Employment Programme (2014), National Youth Development Policy (2007) and the Youth Development Fund. Although the Tanzania internet penetration rate (the percentage of people using internet) is low at 14.96 %, the annual growth rate is high, at 16 %. Most of these internet users are youth. The National Strategy for Gender Development (2006) aims to achieve gender equity and equality in Tanzania, so does the National Development Vision 2025.

The National Land Policy, the Land Act, and the Village Land Act all give women equal rights to acquire land, hold, use and deal with land. However, despite the existence of these laws that prohibit gender discrimination in land tenure, norms and values on the ground continue to influence practices concerning the ownership, control and access to land, particularly in rural areas. Unequal access to land between men and women can be seen to contribute to a high proportion of women working as unpaid family helpers in agriculture⁸.

3.7.1.2 Enhanced land security to smallholder farmers

Capacity building among MVIWATA network leaders, village leaders and members of village land councils training on land rights and conflicts settlement has enabled some of the networks and village leaders in the respective districts to challenge unjust land practices. They will likely continue to use this capacity even after the end of the Strategic Plan.

3.7.1.3 Enhanced farmer capacity on sustainable production systems

Training of farmers (women and men) on sustainable production and establishment of demonstration plots have enabled farmers to increase crop productivity, making crops produced using the sustainable production practices profitable. As long as they continue to be profitable, the trained farmers will continue to use them, with the possibility of other farmers in and around the localities adopting the practices.

3.7.1.4 Inclusive financial access and security for smallholder farmers

The capacity development that has been invested in leaders and members of microfinance institutions (MFIs) has potential to make the local farmer institutions sustainable. The training has been conducted on: (i) the management of financial institutions, and (ii) financial and credit management. This was augmented by post-training monitoring and on-site support by the relevant offices.

3.7.1.5 Good national reputation and track record of fiduciary capacity and responsibility

The long history of MVIWATA of over 25 years has made it known to many stakeholders. MVIWATA is currently active in most of the regions in the country, including Zanzibar. Increasingly MVIWATA is being recognized by the government and other stakeholders as representing the interests of small scale farmers in the country, and is regularly engaged by the government when deliberating important policy issues in the agricultural sector. This is an important enabler, given that MVIWATA has "no historical links to government sponsored institutions⁹." In addition, MVIWATA has, over the years, demonstrated a high level of capacity to manage and report on donor funds. It has never had qualified audited accounts. This good track record of financial accountability has instilled confidence among donors.

⁸Lokina, R., Nyoni, J., & Kahyarara, G. (2016). Social policy, gender and labour in Tanzania: THDR2017 – Background Paper No.7, ESRF Discussion Paper 68. Dar es Salaam, Tanzania: The Economic and Social Research Foundation.

⁹IFAD. (2016). United Republic of Tanzania: Country strategic opportunities programme. Dar es Salaam, Tanzania: IFAD.

3.7.1.6 Synergies from partnerships

Synergies from partnerships established with other actors have increased its influence among policy makers. MVIWATA has and continues to work with various national and regional organisations in a manner that is mutually beneficial, and especially to enhance members' technical capacities in food production and in policy influence. This has improved its profile and effectiveness in lobbying with the government.

3.7.2 Major challenges and constraints

We identified several challenges and constraints to the implementation of the Strategic Plan. Some of the challenges are internal to MVIWATA while others are external, present in the operating environment.

3.7.2.1 Low and slow membership growth and development

Tanzania has about 20 million people who depend on agriculture but the number of MVIWATA individual members is below a million. The membership growth and development is not commensurate with the vision and mission of MVIWATA as a farmers' organization that can speak for all the small-scale farmers in the country. This is the case in spite of the good work that MVIWATA has done with its members and its current drive for expanding membership. Having pointed out this quantitative challenge, we also underline the importance of ensuring qualitative growth and development. This is especially important given our observation of subtle but significant differences between the four older networks established during 2000-2004, and five younger networks established during 2013-2017 groups and farmer networks who participated in the evaluation in Morogoro Region. The older networks demonstrated a good understanding of what speaking in one voice means but the younger networks largely limited this to working in teams to improve their agricultural practices, access to markets and good prices and the protection of their land rights through the work of higher level MVIWATA structures. This suggests that the current strategy of mobilising new members may have failed to distinguish between the role of a farmer organisation and other civil society organisations (CSOs) involved in agriculture. **It is imperative that MVIWATA projects itself as a farmers' lobbying and advocacy organization, "for farmers and by farmers" and fighting for farmers' rights as tackling structural conditions that shape everyday life and struggle to control means of production is what distinguishes a farmer organisation from NGOs (Martiniello & Nyamsenda, 2018).**

3.7.2.2 Youth and women's meaningful participation

Women comprise the higher number of individual members in MVIWATA (e.g. 67% of the Tawa village members are women), which is consistent with the proportion of women farmers in the country (70%). They also occupy the majority of local group and networks' leadership positions, including chairpersonship. While the MVIWATA constitution provides for the inclusion of at least one young woman and one young man in the MLN governance structures, there is no such provision for the national Board. Neither are there women or youth platforms or caucuses across levels. Consequently, strategic and structural youth and women matters of concern lack MVIWATA-wide mechanism for gender-specific advocacy. In addition, young unmarried men and young and adult women often lack tools to act, especially capital and land, mostly due to cultural norms that hinder land justice between men and women and which still need to be addressed. Furthermore, LGAs at various levels are largely unaware of the national gender equality policies and strategies, partly because most of these policies have not been translated into Kiswahili. Consequently, villagers cannot hold their leaders accountable for not implementing gender equality policies¹⁰. **MVIWATA need to raise farmers' awareness on this, beyond the membership.**

3.7.2.3 Low staffing levels and underutilization of MVIWATA leadership

The management/secretariat is too small to implement the Strategic Plan – both in terms of numbers and competences. The pre-Strategic Plan recommendation to create positions and employ more senior staff, including a Head of Programmes or Deputy Director has not been implemented for fear that it would increase the budget that is already too high and difficult to fundraise for. Besides having a small secretariat, the other capacity constraint was linked to the under-utilisation of MVIWATA farmer leaders at national and middle levels to work at the forefront of engaging key stakeholders such as government structures, and the failure to delegate to lower (MLN) levels the implementation of some of the capacity building activities which involve working directly with farmers in different locations.

¹⁰Ministry of Community Development, Gender and Children. (2012). A National Gender Diagnostic Study in Tanzania Final Report. Dar es Salaam, Tanzania: United Republic of Tanzania.

3.7.2.4 Donor dependence and shrinking donor support

The Strategic Plan is based on donor funding, which has also been insufficient thus undermining implementation and performance. Linked to the above challenge is the constraint imposed by MVIWATA's dependence on donors for the implementation of its Strategic Plan and associated programmes. For example, the budget of the current Strategic Plan shows that about 95% of the budget comes from donors, and about 5% internally from the membership. When we investigated whether there were any initiatives that were initiated by members and not supported by the Strategic Plan budget, we identified that only three of the nine regions (33%) had successfully embarked on member-initiated, led and self-supported advocacy work. **MVIWATA needs to encourage and publicize such initiatives.**

3.7.2.5 Reduced freedom of expression and cross-border trading regulations

Tighter media laws, Cybercrimes Act (2015), the Media Service Act (2016), reduce freedom of expression, and were reported to have reduced donor confidence in Tanzania. MVIWATA members felt that the laws were making some of their advocacy campaigns, especially on taxes, more difficult to conduct. The laws include the law that prohibits Tanzanian farmers from cross-border trade on cereals which has caused losses for farmers who produce surplus that cannot be absorbed in the domestic market. **It is likely that its advocacy work in cross-border trade would be strengthened if it formed partnerships with organisations such as ESAFF and Tanzania CSOs Trade Coalition (TCTC).**

3.7.2.6 Land degradation and climate change impact

Although the situation analysis in the 2017-2021 Strategic Plan underscores the devastating effects deforestation, climate change and overuse and abuse of agro-chemicals on various production systems and their effect on the environment and human health, issues related to environment (ecological sustainability) are not explicitly mentioned in any of the strategic goals of the strategic plan particularly the goal concerned with sustainable production systems. Nevertheless, they negatively impact on the aspirations of MVIWATA. Evaluation participants underlined the production constraints arising from decreasing amounts and reliability of rainfall, and siltation and seasonal drying of water bodies, which have been worsened by deforestation in and around water catchment areas. A few and isolated cases of MVIWATA members tackling land degradation were reported during the evaluation, and more needs to be done to address this and climate change impacts.

Section 4: Conclusions and recommendations

This section summarises the main findings in the conclusion, which connects the findings in the preceding section and the recommendations that follow the conclusions.

4.1 Main conclusions

We conclude the evaluation findings by summarising our main findings (Section 4.1.1-4.1.7).

4.1.1 The MVIWATA Strategic Plan is relevant to a great extent

We reached this conclusion based on the fact that the Strategic Plan is addressing the key concerns of small scale farmers in the Tanzania in that the issues covered in the plan: (i) land security, (ii) sustainable production systems, (iii) financial access and security, and (iv) access and control in agricultural markets. This is largely because the strategic plan was developed in an inclusive manner. The Strategic Plan is also responsive to many relevant national policies as well as to recommendations made in previous evaluations. **However, it could benefit from more deliberate engagement with national policies and relevant good and best practices as well as through speeding up the process of implementing some of the key recommendations made through previous assessments.**

4.1.2 MVIWATA has been slow but responsive to previous recommendations

Three of the four (75%) activities of Phase 1 (2013-2019) partnership with SDC have been implemented to a great extent. These are: (i) the development and implementation of an organisational strengthening plan through the development and partial implementation of the Human Resources Policy, (ii) the timely development and implementation of a SMART strategic plan and associated Monitoring and Evaluation framework, and the (iii) recent development of a Resource Mobilisation Strategy. The area needing more attention is the development of a membership database (the figure of 150,000 farmers in 2013 is still being used now, about five years later). However and perhaps more importantly, MVIWATA has facilitated the establishment of many local farmer groups (as evidenced in Morogoro Region).

4.1.3 MVIWATA's work since 2013 has been largely impactful

MVIWATA members are realizing tangible benefits which lead to improved livelihoods (income, food and nutrition security) through increased productivity that is based on improved agronomic practices, SACCOs and collective marketing of produce, isolated value addition initiatives and empowerment of women leaders at local and national levels. Women representation at the middle level leadership of MVIWATA is low, partly because of patriarchal gender norms and low historical women exposure to speaking in public. In addition, livelihood improvement activities tend to benefit the individual participating farming households and exclude non-members. On advocacy, MVIWATA has been impactful persuading the government at the national level to return land that had been grabbed from them by investors and in resolving land conflicts between crop farmers and between them and livestock farmers in some parts of the country. However, the process of returning the land is not yet complete as the conditions for doing so are not yet complete (e.g. local land use plans) and some district authorities have not been cooperative. We also observed that farmers have not been empowered enough to undertake lobbying and advocacy. They tend to depend on the national secretariat for this.

4.1.4 Women members effectively participate in and benefit from MVIWATA-supported initiatives but the impact has not been systemic

In the implementation of the strategic plan and in the benefits accruing to members, there seems to be an uneven distribution of benefits between men and women members. However, youth have so far been a minority in most of the activities and this has been attributed to MVIWATA's current over-emphasis on the production stage of the agricultural value chain in which young people have little interest. The economic and social empowerment of women and some women groups in MVIWATA does not appear to have shifted gender relations and the distribution of gender contributions and benefits among the farming communities. **In the short term, it appears essential for MVIWATA to have a dedicated gender focal person among staff, and gender focal persons in MVIWATA structures to ensure that gender equality is embedded in its work, monitoring, evaluation and reporting.**

4.1.5 The impact of MVIWATA is potentially sustainable but faces many obstacles

MVIWATA's impact on increasing production and productivity among farmer groups who are members of MVIWATA is likely to be sustainable as farmers have internalised the knowledge and skills and established demonstration plots that neighbouring farmers can learn from. But if the prices of agricultural inputs continue to rise disproportionately and farmer produce continues to lack markets and/or offer low prices, the impact will be undermined. Other threats include climate change impact, low participation of young people in rural areas, and donor dependence.

4.1.6 MVIWATA's current funding modalities need to be streamlined

MVIWATA is currently being supported by several donors, with some donors providing core funding and others supporting specific projects. Some donors are supporting the national secretariat while others are supporting MLNs. There is lack of a coordinated approach to resource mobilisation, which has potential to undermine transparency and foster a project-based approach, which undermines farmer ownership of the organisation. This has the risk of duplicating efforts and of ignoring other areas that may be equally important.

4.1.7 The likelihood of MVIWATA realizing four of the five strategic goals is relatively high

Over the last two years 2017 and 2018, MVIWATA has achieved 80 % of its targets. This suggests that if the current levels of funding are maintained or increased and if organisational capacity is strengthened as recommended (especially the hiring of a competent Programmes Officer and delegation of some work to regional coordination structures); MVIWATA stands a good chance of achieving its first four strategic goals of the current Strategic Plan. However, the likelihood of satisfactory achievement of its Institutional Capacity Development strategic goal is low. **In particular, we view the hiring of a competent Programmes Director as critical in the medium term. At the same time, raising adequate financial resources to conduct the human resource capacity improvements required is unlikely.**

4.2 Main recommendations

We identified three sets of recommendations that address the terms of reference, namely: (a) institutional development, (b) programming, and (c) financial resources mobilisation, modalities and sustainability. Under each cluster, we make at least two recommendations that are supported by (i) short term strategies, which are urgent, important, and/or low hanging fruits, and/or (ii) long term strategies that are important, difficult to achieve in the short-term and not urgent. The short term

strategies are recommended for the current strategic plan period (from now to 2021); and the medium term strategies for the next strategic plan.

4.2.1 Institutional development recommendations

4.2.1.1 MVIWATA should strengthen and expand its multilevel governance and management structures

MVIWATA should consider strengthening and expanding its institutional structures and mechanisms for stronger member ownership, increased relevance, effectiveness, impact creation and sustainability.

We recommend the following strategies in the **short-term**:

- a. The MVIWATA national Board should review the current scope of the roles and responsibilities of senior management at the national and regional levels with a view to decentralising relevant decision-making powers and reducing the current over-concentration of responsibilities in the ED.
- b. The MVIWATA national Board should review MVIWATA's human resources recruitment policy and ensure that it adequately provides for gender balance responsiveness in staffing, especially at senior management level, including regional coordinators.
- c. MVIWATA national, middle and local structures should intensify the recruitment of members, orient the new members and groups to the MVIWATA identity and develop their self-organising capacity.
- d. MVIWATA AGM and national Board should review the governance structure and provide for the establishment of district structures to coordinate MVIWATA advocacy, networking, marketing and related activities at this level.

We recommend the following strategy in **the medium term**:

- a. The MVIWATA national Board should employ a Programmes Manager or Deputy Director to support the overstretched Executive Director. A competent woman would be preferable given that senior management at the national secretariat has more men than women.
- b. The MVIWATA national Board should ensure that the governance and management roles and powers are appropriately separated and shared between the Board and the secretariat, in line with the identity of MVIWATA as a farmer organisation.
- c. MVIWATA AGM and national Board should investigate and address the limitations imposed by its being registered as NGO, when it is in fact a farmer organisation.

4.2.1.2 MVIWATA should integrate gender equality in its policies and structures

MVIWATA should consider adopting gender equality in its policies and structures to ensure that the marginalised actors within MVIWATA and among other crop and livestock farmers and fish folk are listened to and benefit from MVIWATA-inspired interventions.

We recommend the following strategies in the **short term**:

- a. The MVIWATA national Board should develop a MVIWATA Gender Policy that guides MVIWATA in operationalising gender equality in its governance, management and programme activities. The process of developing the Gender Policy should involve MVIWATA members and staff representatives, and be facilitated by technically and contextually-competent gender specialist.
- b. The MVIWATA national Board should integrate and mainstream gender equality in all MVIWATA policies, structures, strategies and programmes. This would include governance and management structures, strategic plans, programmes and projects.
- c. MVIWATA national Board and secretariat should plan for increasing women access to productivity-enhancing technologies.

We recommend the following strategies in the **medium term**:

- a. MVIWATA AGM and Board should conduct a context and trend analysis from the perspectives of men, women and young farmers to inform its next strategic plan. The analysis should identify barriers faced by women and men in: (i) accessing land, (ii) access to relevant training, knowledge and information, (iii) adoption of GAPs, and (iv) participating in the different parts of the agricultural value chain system, beyond production.

4.2.1.3 MVIWATA should integrate youth development, innovation and digitalization in its policies and structures

Consistent with gender equality, MVIWATA should consider developing and implementing a youth development and digitalization policy that taps into the large numbers of secondary school graduates

(benefiting from the 'one ward, one secondary school' policy) and technical and academic college graduates as well as from the growing digitalization levels in Tanzania.

We recommend the following strategies in the **short term**:

- a. MVIWATA national Board should develop a MVIWATA Youth Development, Innovation and Digitalisation Policy that guides MVIWATA on how to meaningfully involve youth in its membership, structures and programmes. The policy should be informed by current obstacles and opportunities faced by young rural women and men who are interested in participating in the (greened) agricultural value chains and systems.
- b. MVIWATA national, middle and local structures should integrate young farmer member participation or representation in MVIWATA structures, strategies and programmes. This would include the establishment of youth platforms and programmes and drawing on youth agency to build the MVIWATA movement.
- c. MVIWATA should finalize the process of establishing a MVIWATA portal that will facilitate members' interaction with MVIWATA on various issues.

4.2.2 Programming recommendations

4.2.2.1 MVIWATA should increase member participation in, visibility, and ownership of its interventions across levels

MVIWATA should make it clear to itself and to its stakeholders that it is a farmer organisation, which is owned, driven and led by farmers to serve the needs and aspirations of farmers.

We recommend the following strategies in the **short term**:

- a. MVIWATA secretariat should systematically translate and disseminate strategic plans and related documents into Swahili and make them available to the entire membership in good time.
- b. MVIWATA national Board and secretariat should provide for the systematic documentation and reporting of member-initiated interventions that do not necessarily draw on financial resources mobilised by the organisation. This would help reflect and inspire the building of MVIWATA as a national farmer movement.
- c. The MVIWATA national, middle and local structures should encourage and support member-driven and led solution generation in influencing government, the private sector and other actors in addressing MVIWATA challenges. Some of the issues that farmers should take up include: (i) poor quality seed, which has undermined production in some parts of Morogoro region, (ii) local/district taxes that are unfair to farmers, and (iii) access to land that has been returned (from investors) by the national government but is not being passed on to the farmers for various reasons.
- d. The MVIWATA national Board should develop and implement mechanisms and processes by which: (i) vertical structures from all the levels of the governance structures deliberately account to each other (upward and downward accountability), and (ii) horizontal communication and co-learning across thematic and geographical areas is fostered. The mechanisms to consider include exchange visits, documentation and sharing of best practice, cell phones, radio and TV programmes and LGA websites.

We recommend the following **medium term** strategy:

- a. MVIWATA national, middle and local level structures should lobby for relevant national policies to be translated to Swahili and distributed to farmers for their benefit.
- b. MVIWATA should consider recruiting a Communications Officer to plan and facilitate stronger communication internally and with external stakeholders.

4.2.2.2 MVIWATA should deepen gender equality and youth involvement in its programmes

MVIWATA should consider complementing the gender equality and youth involvement changes in its interventions.

We recommend the following strategy in the **short term**:

- a. The MVIWATA AGM and national Board should revise the current strategic plan and projects to ensure that gender equality and youth involvement are deepened and budgeted for.
- b. MVIWATA national Board should identify gender focal points in local, middle and national governance structures whose role is to ensure plans, interventions and reports integrate gender at levels.

- c. The Executive Director should identify a gender focal person at the national secretariat, whose function would be to ensure that gender disaggregated information is generated and reported on, and gender equality is integrated in programming.

4.2.2.3 MVIWATA should clarify its sustainable agriculture production systems to climate change

Tanzania's agricultural and related policies, climate change impacts on agriculture, the environment, contested agricultural approaches provide the background to the recommended strategies.

We recommend the following strategies in the **short term**:

- a. The MVIWATA Annual General Meeting should clarify MVIWATA's position on the kind of agriculture that it stands for and promotes. This should include defining the MVIWATA approach to sustainable agricultural production systems in crops, livestock, fisheries and beekeeping.

4.2.2.4 MVIWATA should strengthen capacity for managing marketing linkages and invest in value chain development

Given MVIWATA's intention to increase smallholder farmer access and control over agricultural markets, we recommend the following strategies in the **short term**:

- a. The MVIWATA secretariat should intensify the capacity building of members (women, men and youth) using a 'training of trainers' approach in order to create a multiplier effect through which MVIWATA staff members train MVIWATA marketing leaders, who in turn train other leaders, and their respective middle level and local groups.
- b. MVIWATA middle and local levels groups should intensify training on collective marketing, quality control, collaborative price negotiation and the use of MVIWATA Agricultural Market Information System (MAMIS).

We recommend the following strategies in the **medium term**:

- a. The MVIWATA secretariat should work closely with MVIWATA membership to revise and strengthen its marketing approach by adopting a gender-responsive value chain approach. This entails recognising and working on the post-production stages of agricultural value chains such as quality control, storage, value addition, transportation, the marketing system, the regulatory system, the system that provides technical knowledge and relevant technologies.

4.2.2.5 MVIWATA to deliberately establish and expand its partnerships on advocacy, youth and gender

MVIWATA should consolidate and expand linkages with organisations that can enhance its capacity and leverage to improve farmers' livelihoods and their operating environment.

We recommend the following strategies in the **short term**:

- a. The MVIWATA national Board should develop organisational guidelines, structures and processes for deliberate selection, advocacy, networking and learning partnerships with suitable organisations national, middle and local levels.
- b. MVIWATA should consider starting with a small number of partners that are manageable, beginning with those that it is already working with at national, middle and local levels. These include ACB, Haki Ardhi, Tanzania Land Alliance, (TALA), ESAFF, SAT, and PELUM.
- c. The MVIWATA national, middle and local structures should strengthen their technical development capacities and leverage through entering into partnership with the Local Government Authorities, Agricultural Extension Officers, Cooperative Development Officers and Trade Officers, land and agriculture research organisations, university departments and with relevant NGOs.

We recommend the following strategies in the **medium term**:

- a. MVIWATA national, middle and local structures should set aside sufficient time and human resources to strategically: (i) participate in partnership activities at their respective levels, and (ii) utilise national processes and events that increase MVIWATA's visibility, influence and strategic and structural impact for the benefit of farmers in Tanzania. The human resources should primarily involve member representatives, with staff providing support and technical back-up where necessary.
- b. The MVIWATA national, middle and local structures should facilitate the establishment of farmer-led, coordinated and co-owned partnerships that advance the interests and needs of MVIWATA on agriculture (livestock, crops, fisheries and beekeeping), land, marketing and trade, gender and youth and other relevant matters.

4.2.2.6 MVIWATA should review and strengthen its M & E system to embrace continuous learning and gender equality

We recommend the following strategies in the **short term**:

- a. The MVIWATA secretariat should build member and staff capacity to work with gender equality in programme designing, policy and budget reviews, and programme monitoring and evaluation at various levels.
- b. The MVIWATA secretariat should finalize the establishment of a robust membership database and associated monitoring and evaluation systems.

We recommend the following **medium term** strategies:

- a. The MVIWATA secretariat should carry out on-going qualitative improvement of its strategic planning, monitoring, learning and evaluation framework. The improvements should be based on: (i) MVIWATA's internal learning processes, (ii) best and emergent practices in its respective areas of intervention, and (iii) timely and appropriate responsiveness to review and evaluation recommendations, especially those into which members have made contributions.
- b. MVIWATA secretariat should strengthen its Monitoring and Evaluation system to ensure a more comprehensive and systemic approach to gender equality in MVIWATA.

4.2.3 Financial resource mobilisation, modalities and sustainability

4.2.3.1 MVIWATA should increase the volume and proportion of internal contributions to its budget

MVIWATA should operationalise its draft Resource Mobilisation Strategy so as to increase financial sustainability.

We recommend the following strategies in the **short term**:

- a. MVIWATA national, regional and local structures should invest in the continued quantitative and qualitative development of farmer, local group and middle level networks to increase membership material, financial and in-kind contributions to their organisation.

We recommend the following strategy in the **medium term**:

- a. The MVIWATA AGM and Board should develop and adopt a strategy by which MVIWATA membership progressively increases the proportion of membership contribution to the annual budget from the current 10 %. This would enhance financial sustainability and a sense of ownership of the organisation by the members. The proportion of contributions can be further expanded through membership engagement in agribusiness from which a small levy can be made.

4.2.3.2 MVIWATA should adopt a more coordinated and streamlined approach to generating, managing and reporting on donor funds

We recommend the following **short-term** strategies:

- a. The MVIWATA national Board should develop resource mobilisation structures and procedures that foster transparency throughout the farmer organisation. This entails: (i) consolidated budgeting covering both national and regional activities, (ii) establishing and operationalising governance structures on resource mobilisation, (iii) coordination of resource mobilisation efforts at national and regional levels, (iv) coordinated and consolidated financial reporting, and (v) holding annual donor meetings (linked to the AGM) at which donors can mingle and engage with MVIWATA to enhance transparency and accountability.
- b. The MVIWATA national Board should add a guiding principle and associated strategy on streamlining financing modalities in the draft Resource Mobilisation strategy

5. Annexes

Annex 5.1: List of Reviewed Documents

- Achandi, E. L. (2018). Women Empowerment, Technical Efficiency and Market Participation: A Study of Smallholder Rice farmers in Kilombero District, Tanzania. Unpublished PhD Dissertation, University of Dar es Salaam.
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 - ❖ _____ (Undated). Katiba ya Mtandao ya Vikundi vya Wakulima
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Annex 5.2a : Summary of evaluation participants

Region	District	Name of group	Women	Men	Total	
MOROGORO REGION	Morogoro Rural	Mzumbe	5	4	9	
		Tawa	2	5	7	
		Tandai	1	4	5	
		Gwata	11	4	15	
		Mikese	5	10	15	
	Kilosa	Msowero	3	11	14	
		Mvumi	4	12	16	
	Mvomero	Kibati	5	7	12	
		Pemba	2	5	7	
Sub-Total			38	62	100	
MANYARA REGION	Hanang	Endagaw SACCOS	16	3	19	
		Endasak Environment Group	6	5	11	
	Mbulu	Biogas Group	0	6	6	
ARUSHA REGION	Arusha	Israel Youth Group	0	4	4	
	Kiteto	Mshikamano	20	10	30	
KILIMANJARO REGION	Moshi	Shirimungani Jitegemee SACCOS	8	4	12	
		Kindi Jitegemee Group	13	9	22	
		Sub-Total			63	41
MBEYA REGION	Mbarali	Madira	8	8	16	
		Apple	9	6	15	
		Nguvu Kazi	13	6	19	
		Tuamke	7	3	10	
		Umaki	10	8	18	
		Juhudi	4	4	8	
		Igalako youth group	4	16	20	
		SONGWE REGION				
Mbozi	Isansa	7	4	11		
	Upendo	4	3	7		
	Msafiri	8	5	13		
	Tunduma	Chwezi Mpemba	1	7	8	
Nandanga		4	11	15		
Momba	Motomoto women group	21	0	21		
	Zinduka youth group	6	30	36		
Sub-Total			106	111	217	
NATIONAL			MVIWATA Board	4	5	9
			MVIWATA personnel	2	4	6
			Government stakeholders	0	6	6
			CSO stakeholders	5	9	14
			Funding partners	4	1	5
Sub-total			15	25	40	
Grand-Total			222	239	461	

Annex 5.2b: List of stakeholders consulted

NAME	POSITION/ORGANIZATION	Sex	CONTACT DETAILS
Dar es Salaam Region			
Dr Frédérique Weyer	SDC	F	frederique.weyer@eda.admin.ch
Clara Melchior	SDC	F	clara.melchior@eda.admin.ch
Ayoub, A. Timila	SDC	M	ayoub.amos.timila@eda.admin.ch
Dr SumaClara, M. Kaare	SDC	F	tunsume@yahoo.com
Katarina Mungure	Irish Aid	F	Katarina.Mungure@dfa.ie
Dr. Mwatima Juma	International Fund for Agricultural Development (IFAD)	F	0754536630
Dodoma-Ministry Level and other Stakeholders			
Dr. Andrew Komba	Director, Sector Coordination, President's Office Regional Administration and Local Government	M	07676560805
Mr. Odilo Majengo	Warehouse Receipt System, Ministry of Industry and Trade	M	0754275079
Dr. Kissa Kajigili	Assistant Director, Ministry of Agriculture	F	0754362340/0718722863
Wilson Malosho	Director, Marketing, Ministry of Industry and Trade	M	0766573507/0684380776
Zakaria Muyengi	Coordinator, ASDP II, Ministry of Agriculture	M	0786624189
Obey Assey	Director, Policy and Planning, Ministry of Agriculture	M	0756772852
Gungu Mibavu	Assistant Director, Policy and Planning, Ministry of Agriculture	M	0754313961
Enock Nyasebwa	Director, Crop Development, Ministry of Agriculture	M	0754475502
Dr. Geoffrey Mkamilo	Director General, Tanzania Agricultural Research Institute (TARI)	M	0752774455/0627774455
Dr. Hussein Mansoor	Former Director General, Cereal Crop Board and Former Acting Director General TARI	M	784262257
Morogoro Region			
Joseph Mzinga	Eastern and Southern African Small Scale Farmers' Forum (ESAFF)	M	Mzinga@esaff.org
Irene Liborius	ESAFF	F	ireneliborious@gmail.com
Stella Henry	ESAFF	F	stellamaghali87@gmail.com
Janet Maro	Sustainable Agriculture Tanzania (SAT)	F	janetmaro@gmail.com
Stephen Ruvuga	Executive Director, MVIWATA National	M	0787389247
Valentin Ngorisa	M&E Officer, MVIWATA National	M	ngorisajr@gmail.com
Erick Orotu	ICT Intern, MVIWATA National	M	MVIWATA National Office, Morogoro
Theodora Pius	Training Officer, MVIWATA National	M	
Nickson Elly	Team Leader, Economic Empowerment, MVIWATA National	M	nikisoelly@yahoo.com
Lameck Mlimilwa	Assistant M&E Officer, MVIWATA National	M	MVIWATA National Office, Morogoro
Thomas Leiser	Policy and Advocacy Officer, M&E Officer, MVIWATA National	M	tomleiser@gmail.co
Kuyunga Yango	Law Intern, M&E Officer, MVIWATA National	M	nzogyas@gmail.co
Joseph Sengasenga	MVIWATA Morogoro Region Office	M	sengasenga.joseph@yahoo.com
Lina Andrew	Coordinator	F	068 501155
Michael Neligwa	Programme Coordinator	M	0684255257
Hans Luwanja	MWIWATA Board member	M	0784500075
Maryam Auhamad	MWIWATA Board member	F	0777420709
Richard Kitapa	MWIWATA Board member	M	0756976063
Winrida James	MWIWATA Board member	F	0758576678
Saidi H. Msangazi	MWIWATA Board member	M	0719897878
Hamisa Haruna	MWIWATA Board member	F	0675105086
Asha H. Mahalola	MWIWATA Board member	F	0672574487
Charles, Y. Ndungulile	MWIWATA Board member	M	0763740675

Abdul M. Gea	MWIWATA Board member	M	0754938679
Mbeya Region			
Evodia Mkangala	MVIWATA Field Officer, Mbarali	F	0769071940
Hon. Hawa Kihwele	Councilor, Mbarali	F	0764974527
Kivuma H. Msangi	Acting District Executive Director, Mbarali	M	0713317374
Aswege Kaminyoje	District Agricultural, Irrigation and Cooperative Officer (DAICO), Mbarali	M	0742273520
Turketi Sepera Kashu	Representative of MLN, Mbarali- Mbeya	F	0752945460
Teddy Luvanda	Ward Executive Officer (WEO), Mbarali	F	0753356818
Meshack Mbuhilo	Market Manager, Igurusu Market	M	0713860728/0789635184
Elia Ntupwa	Board Chairman, Igurusi Market	M	07549999685
Mariam P. Wakuganda	Chairperson, Safi Group, Mapogolo Ward, Mbarali	F	0755329919
Edimundi Njoyo	Member of Leadership Committee, Safi Group	M	0766227263
Egishegi Mpwaga	Treasurer, Safi Group, Mapogolo Ward, Mbarali	F	0759722318
Elika L. Mwaya	Secretary, Safi Group, Mapogolo Ward, Mbarali	F	0757662010
Mwantumu Juma	Member of Leadership Committee, Safi Group	F	0766227267
Upendo Salafu	Chairperson, Lunwa Group	F	Lunwa, Igurusi
Debora Sanga	Lunwa Group	F	Lunwa, Igurusi
Rehema Ngao	Lunwa Group	F	Lunwa, Igurusi
Songwe Region:			
Ibrahimu Mkwiru	MVIWATA Field Officer, Mbozi District	M	716319265/0766120953
Anakreata A. Mwashuuya	Treasurer MVIWATA MLN, Mbozi District	F	0766286685
Rehama V. Mkeya	Former member of MLN, Mbozi District	F	0768503574/0655503574
Kazimbaya Makwega	District Executive Officer (DED), Mbozi District	M	Mbozi, Songwe
Richard Sirili	DAICO, Mbozi District	M	0754207965
Christopher Mwansasu	Ward Agricultural Extension Officer (WAEO), Mbozi	M	0756678666
Lamson Mwamwezi	Village Executive Officer (VEO), Mbozi	M	0755003449
Aron Kamwela	Chairperson, Isansa SACCOs, Mbozi	M	0763654668
Katete Mwamengo	Chairperson Finance and Accounting Committee, Isansa SACCOS, Mbozi	M	0768187512
Aneth Muyombana	MVIWATA Field Officer	F	0764974527
Regina Bieda	DED, Tunduma District Council	F	0754549511
Pamela Ijumba	DAICO, Tunduma District Council	F	0755151187
Brycon Y. Mwamengo	Chairperson, Chiwezi Mpemba AMCOS, Tunduma	M	0767013513
Aliko Kamwela	Member, Chiwezi Mpemba AMCOS, Tunduma	M	0752054396
Joyce Mwamengo	Chairperson of Loan Committee Chiwezi Mpemba AMCOS, Tunduma	F	0764824600
Alfred Nzunda	Chairperson, Nandanga AMCOS, Nandanga-Tunduma	M	0759804050
Joel, Mwaupigu	Secretary, Nandanga AMCOS, Nandanga-Tunduma	M	0768663702
Christopher Mwenisongole	Treasurer, Nandanga AMCOS, Nandanga-Tunduma	M	0769024047
Christina J. Sinkala	Chairperson, Motomoto Women Group, Nakawale- Momba District	F	0767600304
Agatha W. Hananda	Secretary, Motomoto Women Group, Nakawale- Momba District	F	0768942891
Manyara Region			
Donald Laizer	Field Officer MVIWATA Manyara	M	Manyara
Assend John	Accountant MVIWATA Manyara	M	Manyara
Alamoho Komba	Extension Officer MVIWATA Manyara	M	Manyara
Mohamed Hussein Magoye	Chairman Steering Committee Manyara MLN	M	Manyara
Yunus Adam	Member Steering Committee Manyara MLN	M	Manyara
Asha Mao	Member Steering Committee Manyara MLN	F	Manyara
Apolo Chamwela	MVIWATA Promoter, Magungu ward	M	0625679117
Ester Paulo	Chairperson, Mshikamano VICOBA, Magungu	F	0628116242
Amina Ali	Secretary, Mshikamano VICOBA, Magungu	F	0624276410
Mariam Ally	Member Endagaw SACCO Endagaw Village	F	0786 869 613
Hadija Juma	Member Endagaw SACCO Endagaw Village	F	0788 839 043

Halima Mohamed	Member Endagaw SACCO Endagaw Village	F	782 949 639
Gresi Omari	Member Endagaw SACCO Endagaw Village	F	0678 907 156
Hawa Said	Member Endagaw SACCO Endagaw Village	F	07786 813 02
Sharifa Ally	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Hadija Bura	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Mariam Hussein	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Subira Haji	Member Endagaw SACCOS Endagaw Village	F	Endagaw Village, Manyara
Fatuma Saidi	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
John Kasanga	Member Endagaw SACCO Endagaw Village	M	Endagaw Village, Manyara
Zainabu Ramadhani	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Hadija Jumanne	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Raphael Onni	Member Endagaw SACCO Endagaw Village	M	Endagaw Village, Manyara
Jimmy Astarick	Member Endagaw SACCO Endagaw Village	M	Endagaw Village, Manyara
Hadija Makuri	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Joseph Homi	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Veronica Paulo	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Zainabu Dello	Member Endagaw SACCO Endagaw Village	F	Endagaw Village, Manyara
Faraji Msechu	Member Endasak Bee Keeping Group	M	0788 236 292
Ibrahim Juma	Member Endasak Bee Keeping Group	M	07444 990 706
Fatuma Shabani	Member Endasak Bee Keeping Group	F	0788 152 800
Jasmini Ally	Member Endasak Bee Keeping Group	F	0784 9904 722
Denis Paulo	Member Endasak Bee Keeping Group	M	0789 311 236
Husein Jumanne	Member Endasak Bee Keeping Group	M	0689 789 518
Salome Athanas	Member Endasak Bee Keeping Group	F	078 8999 073
Atway Mohamed	Member Endasak Bee Keeping Group	F	0786 881 649
Juliana Peter	Member Endasak Bee Keeping Group	F	0686 840 275
Christina Peter	Member Endasak Bee Keeping Group	F	0784 9972 865
Rebecca Mbise	Member Endasak Bee Keeping Group	F	0784 478 851
Clement Meleka	Chairman Dongobesh Local Network	M	Dongobesh, Manyara
Isaac Aweti	Member Dongobesh Biogas Group	M	Dongobesh, Manyara
Lucas Lori	Member Dongobesh Biogas Group	M	Dongobesh, Manyara
Michael Hassan	Member Dongobesh Biogas Group	M	Dongobesh, Manyara
Pastory Paul	Member Dongobesh Biogas Group	M	Dongobesh, Manyara
Raphael Kileo	Member Dongobesh Biogas Group	M	Dongobesh, Manyara
Arusha Region			
Damian Sulumo	Programme Officer MVIWATA Arusha	M	MVIWATA Arusha
Daniel Elibariki	Finance and Administration Officer MVIWATA Arusha	M	MVIWATA Arusha
Ramadhan Said	Finance and Administration Officer MVIWATA Arusha	M	MVIWATA Arusha
Mark Blakett	Regional Manager RIKOLTO	M	Arusha
Cain Mvanda	Country Manager RIKOLTO	M	Arusha
Ramadhan Kupaza	Programme Officer OIKOS	M	Arusha
Daudi Busweru	Programme Coordinator TAHA	M	Arusha
Elinchea Shang'a	Programme Manager TAHA	F	Arusha
Gabriel Mwarabii	Israel Youth Group Ekenywa	M	Ekenywa, Arusha

Elihuruma Lomiyaki	Israel Youth Group Ekenywa	M	Ekenywa, Arusha
James Kiwia	Israel Youth Group Ekenywa	M	Ekenywa, Arusha
Elias Lengishory	Israel Youth Group Ekenywa	M	Ekenywa, Arusha
Kilimanjaro Region			
Alex Urjo	Coordinator MVIWATA Kilimanjaro	M	0784 720 320
Basilisa Urassa	Member Steering Committee Kilimanjaro MLN	M	0757 472 828
Gabriela O Mndeme	Member Steering Committee Kilimanjaro MLN	F	0755 571 068
Shongoni Leringa	Member Steering Committee Kilimanjaro MLN	M	0767587 149
Athumani Diwani	Member Steering Committee Kilimanjaro MLN	M	0627 093 196
Salome Daniel	Member Steering Committee Kilimanjaro MLN	F	0716 694 856
Silvia Malamsha	Member Steering Committee Kilimanjaro MLN	F	0754 991 995
Joseph Nzomo	Member Steering Committee Kilimanjaro MLN	M	0754 849 312
Cornel Mushi	Chairman Shirimgungani AMCOS	M	0754 846 398
Rehema Chuwa	Member Shirimgungani AMCOS	F	0762 116 693
Maria Soka	Member Shirimgungani AMCOS	F	0754 004 293
Sostenes Mchomvu	Member Shirimgungani AMCOS	M	0756 987 470
Godfrey Alex	Member Shirimgungani AMCOS	M	0719 223 705
Felista Inyasi	Member Shirimgungani AMCOS	F	0755 049 454
Halima Chuwa	Member Shirimgungani AMCOS	F	072 6339 968
Gabriela Mndeme	Member Shirimgungani AMCOS	F	0755 571 068
Tumaini Mndeme	Member Shirimgungani AMCOS	M	0717 726 975
Mariam Barnaba	Member Shirimgungani AMCOS	F	0752 685 441
Pili Iddi	Member Shirimgungani AMCOS	F	0762 248 436
Yohana Raphael	Member Shirimgungani AMCOS	M	0762 108 945
Augusti Mushi	Chairman Kindi local network	M	0759 938 614
Michael Mushi	Member Jitegemee Group Kindi	M	0765 632 244
Modesti Soka	Member Jitegemee Group Kindi	M	0710 662 171
Joseph Mwacha	Member Jitegemee Group Kindi	M	0718 594 356
Damas Mallya	Member Jitegemee Group Kindi	M	0744 781 063
Alex Kyiria	Member Jitegemee Group Kindi	M	0657 032 760
Rozina Mushi	Member Jitegemee Group Kindi	F	0758 212 730
Akwilina Kwai	Member Jitegemee Group Kindi	F	0752 598 577
Maria Mushi	Member Jitegemee Group Kindi	F	0754 947 579
Lusiana Kimaro	Member Jitegemee Group Kindi	F	Kindi, Kilimanjaro
Erasto Mboya	Member Jitegemee Group Kindi	M	0762 872 337
Jovitha Mwanga	Member Jitegemee Group Kindi	F	0757 538 043
Tarsila Mwanga	Member Jitegemee Group Kindi	F	0762 921 971
Maria Mushi	Member Jitegemee Group Kindi	F	Kindi, Kilimanjaro
Mary Mushi	Member Jitegemee Group Kindi	F	0765 582 048
Basilisa Urassa	Member Jitegemee Group Kindi	F	0757 472 828
Levina Kimaro	Member Jitegemee Group Kindi	F	0753 885 678
Adella Massawe	Member Jitegemee Group Kindi	F	0765 938 032
Frida Antoni	Member Jitegemee Group Kindi	F	0715 034 030
Claudia Mwacha	Member Jitegemee Group Kindi	F	Kindi, Kilimanjaro
Pascal Makoi	Member Jitegemee Group Kindi	M	0784 374 78
Beda Massawe	Chairman itegemee Group Kindi	M	0763 279 722