

**FINAL EVALUATION OF THE WOMEN ECONOMIC EMPOWERMENT FOR JUSTICE
PROGRAMME IN TANZANIA**

Submitted to:

The Kilimanjaro Women Information Exchange and Consultancy Organization
(KWIECO)

Submitted by

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DISCLAIMER

The views of the authors presented in this report do not necessarily reflect the views of KWIECO who was the implementing agency or the UN Women Fund for Gender Equality who funded the programme.

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List of Abbreviations

APT	Action on Poverty
ASA	Agricultural Seed Agency
BRN	Big Results Now
CIAT	International Center for Tropical Agriculture
FYDP	Five Year Development Plan
GBV	Gender based violence
KNFC	Kilimanjaro Natural Food Cooperative
KPTC	Kilacha Production and Training Centre
KWIECO	Kilimanjaro Women Information Exchange and Consultancy Organization
NAEP	National Environmental Action Plan
SIDO	Small Industries Development Authority
UN	United Nations
USAID	United States Agency for International Development
WDC	Ward Development Committees
WEEJT	Women Economic Empowerment for Justice in Tanzania
WEO	Ward Executive Officer

EXECUTIVE SUMMARY

Programme Description

The Women Economic Empowerment for Justice in Tanzania (WEEJT) is a programme funded by the UN Women Fund for Gender Equality implemented by Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO) based in Moshi Municipality, Tanzania. The aim of the WEEJT programme was to empower rural women marginalized by abuse of rights, absolute poverty and inequality from four (Mwanga, Moshi Rural, Siha and Rombo) of seven districts of Kilimanjaro region in Tanzania to access their social economic rights and resources by the end of the project. Baseline figures showed 79% of women in the targeted districts to have earned less than 1 USD per day, 33% considered their rights to have been violated and 10% to have secured justice after their rights were violated. In order to attain the goal of the programme, four outcomes were intended to be achieved. These are: (1) ensuring that vulnerable women obtain increased, secure and sustainable sources of income through enterprise with which they can support their families and have equal access to, and control of, household resources; (ii) ensuring that legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse are available and in use; (iii) reducing vulnerability of 1,000 rural women as a result of their participation in peer support groups of vulnerable women with similar problems and interests; and (iv) increasing awareness of inequality and women's rights within the community and positive behavioral change at family, household and community levels that enables women's participation in social and economic activities.

Evaluation objectives and methodology

The purpose of the final evaluation was to: (i) establish the extent to which the WEEJT programme has contributed in solving the needs and problems identified in the programme design phase; (ii) assess the level that the programme was efficiently implemented and delivered quality outputs and outcomes against what was originally planned or subsequently officially revised; and (iii) determine the level that the programme has attained in development results to the targeted population, beneficiaries, and participants for improving economic empowerment of women in Kilimanjaro region of Tanzania and finally, provide conclusions and recommendations.

Approaches used in the final evaluation included review of the programme documents, developing and using the evaluation matrix and also applying the participatory approaches in data gathering through interviews and focus group discussions and finally data analysis. In terms of focus group discussions, a total of 11 meetings were held. These included 4 meetings in Rombo, 3 meetings in Mwanga and two meetings in each of Siha and Moshi Rural districts. Members participated in the focus group discussions were the village leaders, representatives of the women peer groups and the community development ward officers who have been participating in the implementation of the programme in the respective districts. A total of 146 women who were the beneficiaries of the programme were interviewed using a structure questionnaire. Of these interviewees, 56 were from Rombo, 20 from Mwanga, 36 from Siha and 34 from Moshi Rural districts. A total of 46 role models and women leaders were interviewed. Out of the 46 interviewees, 20 were from Rombo, 7 from Mwanga, 9 from Siha and 10 from Moshi Rural district. Moreover, a total of 40 women benefited from legal aid were interviewed. These were 30 from Rombo, 5 from Siha, and 5 from Moshi Rural district. Other stakeholders who were interviewed include one representative from the UN Women country office and five (5) KWIECO staff. The evaluation also considered both rights and gender based approaches in determining the achievement of the targets. The theory of change also guided the whole process of the evaluation.

The evaluation criteria focused on: Relevance of the programme to the policy framework of the country and the UN Women strategic plan, effectiveness based on the achievement of the programme results areas, efficiency of the programme implementation, impact and sustainability of the programme to the intended beneficiaries.

Sources of data were based on three categories. These are: project documents, people who were interviewed and observations made during the site visits whereby some of the established businesses that were used to empower women in the programme areas were visited.

Finding 1: Relevance

The WEEJT programme was in line with the national strategies for poverty alleviation and empowering marginalized groups particularly women in the country. These include: The National Strategy for Growth and Reduction of Poverty (MKUKUTA), the Tanzania Development Vision 2025, National Environmental Action Plan (NAEP) 2013 -2018, Kilimo Kwanza as well as Big Results Now (BRN) initiatives and The Five Year Development Plan - FYDP (2011/2012 – 2015/2016). Others include the Constitution of the United Republic of Tanzania of 1977, The National Strategy for Gender Development 2005, UN Women strategic

plan-2014-2017, Tanzania Land Policy (1997), and Millennium Development Goal 1 and 3 as detailed in the main section presenting relevance of the programme in the main report.

Finding 2: Effectiveness

Based on the data and information gathered, all outcomes have been successfully achieved. Findings have showed that, vulnerable women in the programme area have managed to obtain increased, secure and sustainable sources of income through enterprises developed and the income generated have contributed to the welfare of their families.

For the outcome one, where the target was to increase income for 800 women, the programme has reached a total of 1,062 women which is equivalent to 132.75%. These have been engaged in various activities including production of vegetables, livestock keeping, improved their small businesses (such as kiosks, selling grains, selling vegetables, selling clothes and selling poultry and cattle products) in their area. Based on these activities, their income has increased by an average of 304%. Moreover, the programme targeted to have 900 families being able to have access to food, school and/or medical care due to increased incomes. The target has been achieved as a total of 1,062 women are now able to contribute for food, school and/or medical care to their families. The programme under outcome one targeted for 800 women to have perceived improved control over decision making regarding household resources which has also been 100% achieved.

For the outcome 2: all targets have been achieved. Whereas the target was to train 1,000 women on human right, laws relating to gender equality and marriage, at the end of the project a total of 1,155 women received training on human rights. Whereas the programme also targeted 200 women to have received legal support from KWIECO, at the end of the programme a total of 201 women were supported. On the target that 250 duty bearers to have implemented improved support for marginalized women, e.g. use simple language, not charging prohibitive costs in following up cases, make judgments in favor of women; this too has been achieved by more than 100%.

Under outcome 3 the first target was 1,000 women to have perceived benefits as a result of their participation in peer groups. A total of 1,062 women have been reached and perceive to have benefited from the participation in the peer groups. The second target was to establish 50 peer support groups with effective management of group finances and human resources, and responding to and meeting needs of their members in the programme area which has been achieved to 100%. Another target was to generate understanding to 1,000 vulnerable women on barriers to social inclusion, acquire group management skills, and apply these in group membership and management total of 1,062 women.

Under outcome 4, the following targets were achieved. These include: 3,000 people participating in awareness activities which was achieved by 80% (i.e. 2,400 members actively participated), 27 role models promoting experiences and gender rights was reached which was above the target of 20 women that was set. Moreover, 45,000 people were reached through radio campaigns which are above 40,000 targeted and finally 32,000 leaflets were distributed instead of 3,000 leaflets that were targeted to be distributed.

Finding 3: Efficiency

During the implementation of the programme funds were spent as allocated in the approved programme proposal although there were some allowable reallocations that were done. This ensured efficiency on the use of the programme funds which is a vital element for ensuring value for money. Despite that there were some limitations in terms of a late start of the programme and the five month delay in the release of funds for year two of the programme; all of the planned programme activities have been implemented. The delay in the release of funds was compensated by the five months no-cost extension. In terms of the reduced number of staff, KWIECO has addressed it by relocating staff from other on-going programmes to help the implementation of WEEJT programme activities.

Regarding the programme expenditure, the evaluation results show that there was efficiency on the use of financial resources during programme implementation. After review of the financial reports, funds that were used by the programme in 2013, 2014 and 2015 spent USD 35,066.50, USD 63,483.57 and USD 74,058.29 respectively. The programme management unit and other staffing hired in 2013, 2014 and 2015 spent USD 40,001.44 USD 41,173.50 and USD 52,550.15 respectively. The cost spent for monitoring and evaluation of the programme in 2013, 2014 and 2015 was USD 7,554.40, USD 5,132.88 USD 12,622.31 respectively. Furthermore, the programme equipment cost was USD 5,696.00 in 2013 and USD 33.41 in 2015. Moreover, the programme administrative cost in 2013, 2014 and 2015 spent USD 7,622.60, USD 6,091.15 and 8,412.27 respectively. It has to be noted that the programme expenditure for 2016 is not include in this

evaluation report. The 2016 financial report was still under preparation during the time when the mission was conducted.

In order to reduce the travel time for the group members, the implementing agency decided to form groups at the village levels instead of the ward level which has been regarded as a positive innovation. This has not only helped easy gathering of the groups to discuss and plan issues related to them but also management of the groups became so easy because members are familiar with each other. Another innovation that is reported to have been introduced during the implementation to foster efficiency is the inclusion of older/role models and experienced female entrepreneurs to mentor young ones and less experienced women to start their own businesses. The older/role models and experienced women entrepreneurs were 20, 7, 9 and 10 for Rombo, Mwanga, Siha and Moshi rural respectively. The introduction of debates to discuss relevant social issues was also reported to be introduced during the implementation of the project. All these have been done to ensure that WEEJT programme activities and targets are successfully achieved.

Finding 4: Impact

In this evaluation, level of attainment of the programmes' overall goal was assessed. The programme overall goal was to empower rural women marginalized by abuse of rights, absolute poverty and inequality from four of seven districts of Kilimanjaro region in Tanzania to access their social economic rights and resources by 2015.

The programme intended to empower 1,000 rural women marginalised by abuse of rights, absolute poverty and inequality from four (Mwanga, Moshi Rural, Siha and Rombo) districts of Kilimanjaro region in Tanzania and to access their social economic rights and resources by the end of the project. By the end of the implementation period, 1,062 women in the programme areas benefited from the WEEJT programme initiatives. Each programme output was achieved to 100% with exception of the awareness activities which were achieved by 80%. On average, the monthly income of the programme beneficiaries has increased by 304% (average monthly income of most marginalized women has increased from 20,000 to 85,000 Tanzania shillings). The programme has increased the voice of women to have equal access to, and control of, household resources. Of the 146 project beneficiaries interviewed; 66(45.2%) and 80 (54.8%) mentioned to be able to have two and three meals per day. This implies improved health of the majority. One respondent from Upendo group at Siha district reiterated that improved health status of the families in the area has reduced the rates of sickness of most people. This has helped more people to engage effectively in economic activities. Findings showed that 684 new businesses were started and 857 existing businesses were scaled up as a result of the WEEJT programme. Although almost all the business trading is conducted within the area, some women in Rombo for example, have managed to trade outside the local area, including supplying banana to Moshi, Dar es Salaam and to the border in Taveta Kenya. This indicates that most women have more than one business/enterprise which is a good indicator of livelihood diversification that ensures sustainability of the programme. There has been a huge contribution in terms of the total saving, from zero to Tanzania shillings 182,544,960.00 which is equivalent to 82,975 USD owned by the 50 groups established in the areas (53,955,300.00 Tshs for groups in Siha, 65,163,300.00 Tshs in Rombo, 25,002,500.00Tshs for Mwanga and 38,423,860.00Tshs for Moshi rural district)

The programme has assisted 1,062 vulnerable women to obtain increased, secure and sustainable sources of income through enterprise (such as shops, kiosks, vegetable business, poultry and cattle keeping) as a result, these women have been able to support their families specifically children to obtain school requirements hence increase school attendance, improving shelter in their respective areas, increasing the number of meals in some areas where they were not getting three meals a day as well as ability to contribute in ensuring health of the family members.. Furthermore, at Ubetu-Kahe, Rombo District: Two groups i.e. Muwaka and Umoja were in focus group discussion (FGD) and both testified that after getting the trainings, loans and starting business, they have been able to contribute to their family basic needs, such as taking children to school, affording medical expenses and three meals per day.

Finding 5: Sustainability

This programme was built up on the previous project known as Women Fighting Inequality and Destitution in Tanzania (June 2008 to September 2012) funded by the Department for International Development (DFID). The challenges include: poor participation of rural communities in project awareness programme; difficulties in women groups' formation, and identification of potential group leaders were noted and taken care of when the WEEJT programme was designed. Similarly, lessons learnt such as limited sources of financing and lack of financial education among marginalized women in the area from the DFID funded project shaped the implementation and management of the WEEJT programme. Addressing the challenges noted in the DFID programme, resulted into the designing of the WEEJT programme. Lessons that were incorporated in the WEEJT programme from DFID include: The introduction of seed funding to the groups once they are established and have a good amount of savings and supporting the election of leadership.

Others include: supporting leadership & financial management training. The WEEJT programme's sustainability has been ensured through training of trainers, capacity building of the beneficiaries so as to have continuation of benefits from the development intervention after the major development assistance has been completed. A total of 1,062 marginalized women from the 50 groups got training on enterprise development and entrepreneurship, legal skills, poultry and cattle keeping (offered by KWIECO, KPTC, KNFC and SIDO staff) and various support (during programme proposal development) given by APT are essential elements for ensuring sustainability of the WEEJT programme.

CONCLUSIONS

The WEEJT programme implemented in the four districts of Kilimanjaro region, has empowered 1,062 women in economic terms, improved socio-economic quality of the vulnerable women and also enhanced vulnerable women's ability to know and stand up for their rights. All the outcomes have been achieved beyond the expected targets of the 146 project beneficiaries interviewed; 80 (54.8%) and 66(45.2%) can afford three and two meals per day respectively. Business enterprises started and scaled up by the programme beneficiaries include: small kiosks, shops, selling Khanga and Vitenge, Vegetable business, Poultry and Cattle keeping; and Motorcycle ("Bodaboda") business. Of the 56 project beneficiaries in Rombo district, 46 (82%) of the respondents have started and up-scaled business enterprises such as small kiosks, shops, poultry and cattle keeping; 7 (13%) engaged in small kiosks and selling Khanga and Vitenge; and 3(5%) engaged in shops and motorcycle business. Of the 20 project beneficiaries in Mwangi district, 15 (75%) have engaged in small kiosks, shops, Vegetable business, Poultry and Cattle keeping, 3(15%) engaged in shops and selling Khanga and Vitenge and 2(10%) engaged in small kiosks and vegetable business. In Siha, of the 36 beneficiaries 25(69%) have engaged in vegetable business, poultry and cattle keeping, 11 (31%) have engaged in small kiosks, shops, selling Khanga and Vitenge. Moreover, of the 34 beneficiaries in Moshi rural district, 28 (82%) have engaged in small kiosks, vegetable business, poultry and cattle keeping while 6(18%) have engaged in shops and selling Khanga, Vitenge and second hand clothes.

The approach used by the project has been a participatory approach that has managed to involve government authorities' especially local government (at a district level). The assistance that has been provided by the local government include networking with other development partners, arrangements of field visits, identification of potential project beneficiaries, registration of women groups and facilitation on accessing government loans. This shows how the programme initiatives are anchored into local government.

The approach used was aimed at improving the income of vulnerable women in a sustainable way. The establishment of 50 groups of marginalized women with saving and credit schemes, together with capital that is generated by the vulnerable women themselves which has now reached 82,975 USD (Tanzania shillings 182,544,960.00) is helping to ensure that the initiatives are sustainable and will reduce the degree of women's vulnerability. Groups established by WEEJT programme managed to establish thirteen other groups with 390 members (11 groups in Rombo, 1 group in Mwangi and 1 Group in Siha district).

Main Recommendations

- Vulnerable and marginalized women in the programme area have been empowered to the extent of enabling them to produce agricultural products. Therefore, consideration of value chain addition to the products that are being produced by women is paramount. This will help in adding value to the produces, increase the price of the produce and hence increase the return to the women in their enterprises.
- The vulnerable women who have been empowered in these areas, some of them are residing near the border of Tanzania and Kenya, especially those groups in Rombo. Adding value to their produce could trigger a cross border business. Therefore, this calls for the possibilities of establishing women cross border business that could increase the return on investment to the women who have taken loans and invested the same in the production.
- Formalization of vulnerable and marginalized women groups through registration and opening bank accounts could open access to other funding opportunities. The government of Tanzania has promised 50 million Tshs per village that could be accessed by formal registered groups. The WEEJT groups that have been registered should be sensitized and assisted in developing business proposals to access the funding. This fund will be in terms of loans, and these groups have received training on managing group finance, this could be an ideal opportunity for the groups to prosper.
- WEEJT programme focused on empowering vulnerable and marginalized women in the programme area. Women who got effective support from their husbands showed better success in their business enterprises which supported by WEEJT programme. Therefore, there is a need for rethinking the approach that has been used in this programme to include men as part of the stakeholders in the empowerment process. This is due to the fact that it has been observed and reported in the groups that women that support from their male partners benefited more than their

counterparts. Awareness-raising on GBV of local women must involve men; they ought to be included in support and mentoring on specialized GBV issues. This will increase the approval of the programme among men.

- WEEJT programme proposal did not specify indicators based on programme locations. Therefore, in developing new project/programme, indicators should be specified by area i.e. numbers of empowered women for Rombo, Siha, Moshi Rural etc. This will assist in ensuring that the project/programme is not inclined into one site/district and the evaluation results will stick to the indicators per specific location.
- Integration with national strategies, government ministries, and NGOs is critical. KWIECO cannot work in isolation and achieve its objectives there is a need to integrate with other stakeholders in areas like information sharing, experience sharing, strategic collaborations and finding common solutions to common problems.
- WEEJT programme has shown tangible results in the programme area. Therefore, scaling-up the programme to other parts of the country could improve effectively the socio-economic characteristics of most marginalized women in Tanzania.
- WEEJT programme did not consider bridging fund for supporting the implementing organization when the programme is coming to an end. There is a need of considering bridging fund so as to support the implementing organization for at least six months.

PROGRAMME DESCRIPTION

Women Economic Empowerment for Justice in Tanzania (WEEJT) is a programme funded by the UN Women Fund for Gender Equality and implemented by Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO) based in Moshi Municipality, Tanzania. KWIECO is a legal, human rights and gender non-governmental organization operating in Kilimanjaro region of Tanzania since 1987. Its main function is to provide legal aid and ensure accessibility to justice to women, marginalized groups and the general public. The WEEJT covers four districts of Moshi Rural, Mwanga, Rombo and Siha in Kilimanjaro Region. Specifically, the programme was implemented in MwikaKaskazini, ArushaChini and Makuyuni, Msangenio, Kironge and Lembeni, Mengwe, Shimbi, Ubetu-Kahe, Livishi, Ngarenairobi and Mitimirefu Wards. The WEEJT programme aimed to empower marginalized (in terms of abuse of rights, absolute poverty and inequality) rural women in Tanzania to access social economic rights and resources by 2015. In this evaluation the concept of *Theory of Change* which asks how and why a desired change is expected to happen in a particular context especially under the interventions that have been initiated by the programme was looked at. This helped to assess whether the conditions that were set to achieve the desired goal were relevant and whether the desired goal has been attained i.e. how several types of activities or interventions have led to the outcomes identified as preconditions for achieving the long-term goal. This assisted in understanding the precise link between the activities and the achievement of the long term goal of the programme. The programme goal is rural women marginalised by abuse of rights, absolute poverty and inequality from four of seven districts of Kilimanjaro region in Tanzania empowered to access their social economic rights and resources by 2015. The theory of change was integrated in the assessment of the achievement of the programme key result areas. Four outcomes were expected to be achieved. These are:

Outcome 1: *Vulnerable women obtain increased, secure and sustainable sources of income through enterprise with which they can support their families and have equal access to, and control of, household resources. The outcome indicators are;* 800 women with incomes increased as a result of the project, the source of which is perceived as sustainable and secure; 900 families with increased access to food, school and/or medical care due to increased incomes; and 800 women who perceive improved control over decision-making regarding household resources.

Output 1.1

Improved access to market information by 1,000 vulnerable women who demand specific skills to enable them to make informed choices as to their means of livelihood

- 1.1.1 A total of 1,000 women demanding skills to select livelihood
- 1.1.2 A total of 1,000 women accessing market information as a result
- 1.1.3 A total of 1,000 women making informed choices on their source of livelihood

Output 1.2

Improved capacity of 1,000 vulnerable women to establish and manage business/enterprises

- 1.2.1 A total of 1,000 women with improved capacity to establish and manage enterprises
- 1.2.2 A total of 100 women obtain a sustainable income for the first time
- 1.2.3 A total of 250 women establishing new businesses
- 1.2.4A total of 650 women scaling up existing businesses

Output 1.3

A total of 1,000 vulnerable women will obtain sources of capital and tools to establish and/or scale up businesses/enterprises as a result of group savings and loan schemes

1.3.1 A total of 1,000 women obtaining capital/tools

1.3.2 A total of 1,000 women establishing and/or scaling up enterprises as a result of obtaining capital/tools and group saving and loan schemes

1.3.3 A total of 1,000 women involved in group savings and loan schemes as a result of the project

Outcome 2: *Legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse are available and in use.*

Performance indicators include:

2.1. A total of 1,000 women trained in rights and laws, and procedures to follow in cases of rights violation

2.2. A total of 200 women receiving legal support from KWIECO

2.3 A total of 250 duty bearers implementing improved support for marginalised women, e.g. using simple language; not charging prohibitive costs in following up cases; making judgements in favour of women

2.4 A total of 3,000 women receiving improved services to address rights violations e.g. supported to understand language and procedures of the justice system; linked with health, business, disability and education services; costs are not a limiting factor in securing justice

Output 2.1

Increased capacity of vulnerable women to understand local legal processes and claim their rights through judicial systems and processes demonstrated by 200 women

2.1.1 A total of 1,000 women trained on human rights and laws relating to gender equality, marriage and succession, and procedures to follow in cases of violation.

2.1.2 A total of 200 women counselled in legal context and processes by Project Legal Officer

2.1.3 A total of 50 women represented in court of law by KWIECO advocates

Output 2.2

Improved skills, knowledge and capacity of 250 duty bearers on their roles and responsibilities in terms of legal processes, and women's rights and entitlements related to marriage, property and succession guaranteed by judicial systems and processes

2.2.1 A total of 250 (and type of) duty bearers trained and mentored in rights and laws relating to equality, marriage and succession

2.2.2 A total of 250 (and type of) duty bearers implementing their training and improving the support to marginalised women

Output 2.3

Increased responsiveness of service providers to the needs of 3,000 marginalised rural women from four districts

2.3.1 Three thousands (3,000) women receiving improved services to address rights violations

Outcome 3: *Reduced vulnerability of 1,000 rural women as a result of their participation in peer support groups of vulnerable women with similar problems*

and interests. The outcome indicators are; 1,000 women report strengthened capacity to navigate social barriers; and 1,000 women perceiving benefits as a result of their participation in peer groups 50 peer support groups established

Output 3.1

Vulnerable women form peer support groups that provide collective moral, practical and financial support, and have the capacity to demand and secure equal access to economic resources, other social and economic services and opportunities such as health, education and well-being of their children

3.1.1 A total of 1,000 vulnerable women participating in peer support groups

3.1.2 A total of 50 groups with effective management of group finances and human resources, and responding to and meeting the needs of their members

Output 3.2

A total of 1,000 vulnerable women will understand barriers to social inclusion and acquire group management skills, and apply these in group membership and management

3.2.1 A total of 1,000 women reporting and demonstrating understanding of barriers to social inclusion

3.2.2 A total of 1,000 women reporting and demonstrating understanding and skills in group functioning and management 50 groups with effective management.

Output 3.3

Improved capacity of 200 group leaders from 50 peer support groups to manage group finances and human resources

3.3.1 A total of 200 group leaders trained and mentored in the management of group finances and human resources

3.3.2 A total of 50 groups with effective management of group finances and human resources

Outcome 4: *Increased awareness of inequality and women's rights within the community and positive behavioural change at family, household and community levels that enables women's participation in social and economic activities.* The outcome indicators are; 3,000 people participating in awareness activities; 20 role models promoting experiences and gender rights; 20% increase in the number of people with awareness of rights violation issues influenced by mass media campaigns; and 900 women reporting improved behavioural change at family, household or community levels

Output 4.1

Increased understanding of 3,000 community members on women's rights, gender equality, discrimination and discriminatory practices

4.1.1 A total of 100 women's rights issues raised and discussed in the community forums as a result of project activities

4.1.2 A total of 3,000 people (disaggregated by gender) attending and 500 contributing positively on women's rights in the community forums as a result of project activities

4.1.3 A total of 100 case studies documented reflecting positive changes in behaviour and practices towards women at family and community levels.

EVALUATION PURPOSE AND INTENDED AUDIENCE

This evaluation refers to a detailed assessment of the outcome of the WEEJT programme, against established measures or expected results to determine if it achieved its objectives in a specified period of time and against the five evaluation criteria including: relevance, effectiveness, efficiency, impact and sustainability. In this evaluation an ex-post impact evaluation approach was employed in order to assess if the intended

objectives and the indicators of the designed outputs in specific outcomes of the WEEJT programme were achieved. The evaluation is intended to benefit all stakeholders, including: the programme funder (UN-WOMEN Fund for Gender Equality), programme beneficiaries, duty bearers (i.e. village and ward executive officers, ward community development officers and representatives of the gender desks in the Police offices), Non Government Organizations (NGOs) and Community Based Organizations (CBOs) Similarly, the main beneficiary is the KWIECO management team that will use the evaluation findings and recommendations to ensure that they improve the implementation of other programmes that KWIECO may have in future. This final evaluation is intended to:

- establish the level that the WEEJT programme has contributed in solving the needs and problems identified in the design phase;
- assess the level that the programme was efficiently implemented and delivered quality outputs and outcomes against what was originally planned or subsequently officially revised;
- determine the level that the programme has achieved results for the targeted population, beneficiaries, and participants in improving the economic empowerment of women in Kilimanjaro region of Tanzania; and
- provide conclusions and recommendations.

Scope of the assignment

The final evaluation was from WEEJT programme implemented by KWIECO from January 2013 to May 2016 as per the Terms of References (See Appendix 6). The mission was conducted in all programme wards where the programme was implemented. These wards include: Mwika Kaskazini, Arusha Chini and Makuyuni Wards of Moshi Rural Districts, Msangenio, Kironge and Lembeni wards of Mwanga Districts, Mengwe, Shimbi and Ubetu-Kahe wards of Rombo district and Livishi, Ngarenairobi and Mitimirefu wards of Siha District, Kilimanjaro region.

METHODOLOGY

Both qualitative and quantitative approaches were used in the final evaluation. The qualitative approaches used in data collection included: key informants interviews, focus group discussions and questionnaire that was administered to the representatives of the individual beneficiaries. Quantitative approach included actual field visits where the businesses that were established and those scaled up were visited. These were followed by data analysis. The approach therefore gave chance for the evaluation team to engage with as many stakeholders as possible who have been involved in the project implementation and hence the approach was responsive and relevant to stakeholders.

Evaluation Approach

Approaches used in the final evaluation included review of the programme documents, developing and using the evaluation matrix and also applying the participatory approaches in data gathering through interviews and focus group discussions and finally data analysis. In terms of focus group discussions, a total of 11 meetings were held. These included 4 meetings in Rombo, 3 meetings in Mwanga and two meetings in each of Siha and Moshi Rural districts. Members participated in the focus group discussions were the village leaders, representatives of the women peer groups and the community development ward officers who have been participating in the implementation of the programme in the respective districts. A total of 146 women who were the beneficiaries of the programme were interviewed using a structure questionnaire. Of these interviewees, 56 were from Rombo, 20 from Mwanga, 36 from Siha and 34 from Moshi Rural districts. A total of 46 role models and women leaders were interviewed. Out of the 46 interviewees, 20 were from Rombo, 7 from Mwanga, 9 from Siha and 10 from Moshi

Rural district. Moreover, a total of 40 women benefited from legal aid were interviewed. These were 30 from Rombo, 5 from Siha, and 5 from Moshi Rural district. Other stakeholders who were interviewed include one representative from the UN Women country office and five (5) KWIECO staff (Table 1). The evaluation also considered both rights and gender based approaches in determining the achievement of the targets. The theory of change also guided the whole process of the evaluation.

Table 1: Individuals interviewed as representatives from various stakeholders

Area/Agencies	Office Bearers	No of groups	Individuals interviewed	No of role models and women leaders	Beneficiaries from legal aid
Rombo	6	4	56	20	30
Mwanga	7	3	20	7	0
Siha	1	2	36	9	5
Moshi Rural	3	2	34	10	5
UN Women	1				
KWIECO	5				
Total	23	11	146	46	40

The evaluation criteria focused on: Relevance of the programme to the policy framework of the country and the UN Women strategic plan, effectiveness based on the achievement of the programme results areas, efficiency of the programme implementation, impact and sustainability of the programme to the intended beneficiaries.

Rights-based approaches

The team assessed how the WEEJT programme has enhanced human rights especially issues related to social activism and changes in policies, attitudes, institutions, participation and equality. The intention was to assess the extent WEEJT programme has promoted justice, equality and freedom of human rights as a product of a relationship between right holder and duty bearer. Duty bearers (local government officers i.e. village and ward executive officers, representatives from the institutions i.e. SIDO and representative from police gender desk are obligated to respect, protect and fulfil human rights. Likewise, the team assessed the contribution of the WEEJT to improving distribution of resources and the access to services, such as health, education, social welfare, poverty alleviation and income generation. Principally, the extent to which the programme has enhanced accountability of duty bearers, the participation of right holders, and equity/non-discrimination was also assessed.

Gender-based approaches

An assessment was also done on how the WEEJT programme considered the issue of gender equity and women's empowerment throughout its planning and implementation. The level at which the WEEJT programme has managed to eliminate discrimination against women at all levels was also assessed. The programme was evaluated based on the context of how women have been empowered regarding the five components: women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, locally and nationally. Generally, the context as to how gender in conjunction with personal values, job

characteristics, and personal variables for example age, education, and years of experience were considered and assessed during planning and execution of the programme respectively.

Data Source

In this evaluation, sources of data were based on three categories. These are: project documents, people who were interviewed and observations during the site visits, whereby some of the established businesses that were used to empower women in the programme areas were visited.

Documents

One of the data sources included project documents, records and publications resulting from the programme. Documents that were reviewed included: the project proposal that was submitted for funding consideration, project log-frame, and midterm review of the project referred to as internal review, financial reports, bi-annual narrative reports, national and international reports on women empowerment as well as literature review of various qualitative methodologies that enhanced the quality of the methodology that was employed.

Field visits

Among the information gathering approaches used in this evaluation was the field visit approach. This was done over a six - day period (see Appendix 1(a)). In these visits, apart from interviews and focus group discussions that were held with various stakeholders in the programme area, specific visits to various activities that are implemented by the women who are beneficiaries of the programme initiatives were made. This included visits to farms to see and appreciate some of the farming projects that are being done in the areas, some small businesses in the town centres, as well as some of the poultry and livestock that have been bought and kept by women in the areas as a result of the loans and savings from their respective groups that were formed under the assistance and support of WEEJT programme. In some areas visits to the improved shelter that has resulted from the improved business resulted from the programme were also done.

Data collection and data analysis methods

Data was collected from various stakeholders using checklists and questionnaires in determining the achievement of various programme outcomes (see Appendix 2 (a & b) & 3). These tools were used to assess the output that was intended to be achieved as given in the indicators of each specific outcome. The evaluation team also reviewed reports that had information of the indicators of the four outcomes and outputs of the programme. Some additional data and clarification were sought from the programme implementing team when needed. The comparison between the programme progress towards the proposed indicator in the project document was done with the aim of precisely matching between the reported to what exactly has been realized during the whole implementation period. Data from the documents were then verified by the interviews with the randomly selected programme beneficiaries and partners participated in the implementation of the programme in one way or the other.

The evaluation team managed to look at the materials that were produced by the programme such as leaflets and booklets that were distributed to the groups and individual members in the programme implementation area. The sampling was as presented and summarised in Table 1.

Data analysis methods

Qualitative data gathered was analysed through a Content Analysis approach, where verbal information was transcribed into a Word document. Thereafter, key themes and patterns were formed and codes established. These were then integrated with the

quantitative information which therefore brought about the meaningful information discussed in the findings section of this report. In analysing quantitative data, numbers in terms of the achievement of the specific indicator have been based on the reported achievements against specific indicators.

Evaluation Matrix

An evaluation matrix was developed by the team and approved by the Reference Group. In this matrix, components that were used which guided the evaluation included the criteria for evaluation, key questions, sub-questions, indicators, data collection methods, data sources and assumptions (See Appendix 5).

Limitations

The major limitation was weather changes. This forced the team to re-schedule the appointments or visit groups during evening hours due to heavy rainfalls which occurred in the morning time.

FINDINGS

Based on the evaluation criteria used, the project is seen to have been relevant, it has been implemented effectively in addressing the result areas, and it has been implemented efficiently in terms of value for money. Furthermore, the findings that are presented in this report show that the programme has had an impact on the communities that were targeted and some indication of sustainability of the initiatives are also reported.

In terms of impact, the programme has assisted 1,062 vulnerable women to obtain increased, secure and sustainable sources of income through enterprise (such as shops, kiosks, vegetable business, poultry and cattle keeping) as a result, these women have been able to support their families specifically children to obtain school requirements. This is reflected in increased school attendance, improving shelter in their respective areas, increasing the number of meals in some areas where they were not getting three meals a day as well as ability to contribute in ensuring health of the family members. The programme has increased the voice of women to have equal access to, and control of, household resources. Of the 146 project beneficiaries interviewed 80 (54.8%) and 66(45.2%) can afford three and two meals per day respectively. This implies improved health of the majority. One respondent from Upendo group at Siha district reiterated that improved health status of the families in the area has reduced the rates of sickness of most people. This has helped more people to engage effectively in economic activities. Furthermore, at Ubetu-Kahe, Rombo District: Two groups i.e. Muwaka and Umoja were in focus group discussions and both testified that after getting the trainings, loans and starting business, they have been able to contribute to their family basic needs, such as taking children to school, affording medical expenses and three meals per day.

Secondly, the programme has contributed to enhanced legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse. For instance, the nine (9) role models from project areas that were interviewed indicated they had gained the status of becoming immediate legal counsellors to the community. At times they have been in the front line to report the violations to the authorities. One good example that has been documented during the evaluation mission is that from Protista Kimario from Rombo District. Protista organized her fellow women in the group to catch a man who was sexually abusing his wife and daughter, reported and handed him over to the police for further legal proceedings. The man was punished in accordance with the law and to date he stays with his wife and daughter without violating their rights.

Thirdly, the programme has endeavoured to reduce the vulnerability of 1,062 rural women as a result of their participation in peer support groups of vulnerable women with similar problems and interests. Lastly the programme has increased awareness of inequality and women's rights within the community and positive behavioural change at family, household and community levels that enables women's participation in social and economic activities. A good case to illustrate this is from Ikunda Women Group whom through FGD and separate individual interviews with four of them, they testified that these days men are so eager to consult them for their opinions when it comes to decision making and also men respect the ideas that their wives contribute.

Husbands have also been reported to be the ones who emphasize to their wives about attending peer support groups like the ones that were formed by WEEJT programme. Most husbands have been so eager to become the group members, only that they are disqualified for a fact that they are not women.

Relevance

The WEEJT programme was in line with the national strategies for poverty alleviation and empowering marginalized groups particularly women in the country. It has contributed significantly to the National Strategy for Growth and Reduction of Poverty (NSGRP) as well as the Tanzania Development Vision 2025. The NSGRP focused on reduction of existing poverty in the country. This is in line with the WEEJT programme goal of empowering marginalized rural women by abuse of rights, absolute poverty and inequality. This has been achieved through empowering rural women to start-up businesses, scaling up the existing small businesses and training on agriculture, poultry and cattle keeping. Moreover, training various groups of marginalized women on legal rights has enhanced them to control their environment specifically on legal related issues that would have resulted to impoverishment to a particular person/family. Furthermore, WEEJT programme has contributed to the attainment of Tanzania's Development Vision 2025. The vision emphasizes that by the year 2025, racial and gender imbalances will have been redressed such that economic activities will not be identifiable by gender or race. All social relations and processes which manifest and breed inequality, in all aspects of the society (i.e., law, politics, employment, education, and culture) need to be reformed. Moreover the programme has complied with the National Land Policy (1997) which states that all citizens have equal and equitable access to land. Through legal training made during the project, some women have recovered their land which was taken by their in-laws after the death of their husbands.

National Environmental Action Plan (NAEP) 2013 -2018 which advocates for the enhanced ecological, environmental and socio-economic status of the society in the country is also addressed by this project as there is evidence that the women in the groups that have been formed, have improved not only their socio-economic status but also some of the activities that they are engaged in have high bearing in terms of ecological and environmental conservation. Activities that they are doing such as improved agriculture, the business that they are doing has reduced dependence of the resources such as forest hence contributing to improving environmental health. Other national initiatives that the programme has been relevant to include Kilimo Kwanza as well as Big Results Now (BRN) initiatives which are advocating for improvement of agriculture with less land degradation impact. The Five Year Development Plan - FYDP (2011/2012 – 2015/2016): as a plan that advocates for the transformation of agriculture for food self-sufficiency with which this programme has addressed it in various ways as women who have been marginalized are now self-sufficient in many facets. Based on the directives that are provided in various policies, strategies and plans, the implemented project has been relevant and its outcome will be relevant to the existing policy framework of the country.

The Constitution of the United Republic of Tanzania of 1977

The Constitution is the mother of all laws in Tanzania and thus it provides for equal rights for every human being in Tanzania. The project has managed to adhere to the constitution by training women and duty bearers on their constitutional rights that regard women in Tanzania. However, through the project outcomes, basic rights that aim at empowering women have been emphasized in the project areas, such as the right to equality before the law, right to education, work and property ownership as well as the freedom to participate in public affairs.

After attaining legal trainings through the project, women have been agents of changes in the society, capable of establishing and owning their own enterprises, cater for their basic needs and became knowledgeable and confident on the basic legal knowledge and procedures.

The National Strategy for Gender Development 2005

The Program is in line with the strategy as it focused on dealing with women challenges that the strategy identified hence bringing about a collaboration of development partners, civil organizations and the government in speeding up women development. Further, the project is in line with the strategy as it was geared at sensitizing law enforcers and other stakeholders on human rights and conducting awareness raising campaigns by preparing materials on women legal rights and disseminates them. Thus, in this project, there were a number of legal rights trainings provided to women and the duty bearers, leaflets and books were prepared basing on women and legal rights and disseminated to women groups, participants of awareness raising campaigns and duty bearers such as in local governments.

Moreover, the strategy gears at promoting conducive environment so as to ensure that women and men are economically empowered and have access to capital and markets. This was enshrined through the project as it has economically empowered women and helped them to access capitals so as to raise their incomes.

UN Women Strategic Plan-2014-2016

The Strategic plan aims to see that women are empowered and able to make decisions at all levels that women are free from violence and that women especially the vulnerable and most excluded are economically empowered and benefit from development. In this project, therefore, one of the main target has been empowering vulnerable women to be aware of their rights and set themselves free from all sorts of domestic violence, to be active in decision making at all levels (from family to community level) and to support vulnerable women to derive income through peer support groups and become able to establish their own businesses and cater for their basic needs.

Millenium Development Goal 1, 3 and 7

The WEEJT programme has also helped in attaining MDG1 for eradicating extreme poverty and hunger among marginalized women in the programme area. This is due to the fact that most women involved in the programme are now able to contribute to the household income through the established enterprises as a result of the programme. Moreover, the programme has promoted gender equality and women empowerment which is in line with MDG3. Furthermore, livelihood diversification for most women benefited from the programme has reduced pressure to the environmental resources (cutting trees for selling firewood) which ensures environmental sustainability (MDG7) in the area.

Effectiveness

In the context of this evaluation, effectiveness is meant to assess the extent to which the planned targets have been achieved. Although in this project there were no specific indicators to be achieved at the site specific level i.e. how many vulnerable women to obtain increased, secure and sustainable sources of income through enterprise with which as a result separately for Rombo, Mwanga, Moshi Rural or Siha districts, the general indicator under each key result area was assessed. Under the effectiveness, the extent to which various indicators have been achieved based on the comparison from the actual achievement from the proposal are used to gauge and measure the effectiveness. Findings in this section are from the field visits and reviews from various programme documents that were availed to the evaluation team. These findings are presented based on each of the four Outcomes.

Outcome 1: Vulnerable women obtain increased, secure and sustainable sources of income through enterprise with which they can support their families and have equal access to, and control of, household resources.

In order to realize this outcome, there were three main indicators to be achieved.

The first indicator of this outcome was to increase the income of 800 targeted women as a result of the project, the source of which is perceived as sustainable and secure. During the project implementation a total number of 1,062 women have been reached and their income has increased by an average of 304%. This is more than 100% of the targeted population. A total of 1,062 women have been engaged in various activities including production of vegetables, livestock keeping, improved their small businesses (such as kiosks, selling grains, selling vegetables, selling clothes and selling poultry and cattle products) in their area. They have further seen their income increasing with the diversification into a range of smaller enterprises providing the basis for greater security and sustainability. This has been illustrated by one example whereby the levels of loans ranged from 50,000Tshs to 1,500,000 Tshs (22.7 to 681.81 USD). These amounts have been repaid and members have been able to take out loans four to five times with the money being invested in their enterprises. One of the beneficiaries interviewed during the field visit mentioned to have taken the loan five times; the first time she started with 50,000 soon after she repaid the loan she went for 200,000; then 300,000 which was followed by 500,000 and during the interview she was having another loan of 800,000. The repayment of the loans is done through the revenues generated from the enterprises that the women have invested the money in. This therefore indicates that the investments are sustainable and secure. For instance, one beneficiary from “Eden Women Group”, Messe Village in Siha district had this success story to report:

“KWIECO through this project (WEEJT) has helped me to start and sustain my business. Formerly my only income generating activity was from rain-fed subsistence farming. The training I received from KWIECO helped me to diversify my income generating activities. First, I borrowed TZS 50,000 from my group which I used to start a petrol retailing business. I am happy to report here that the business capital has now reached TZS 500,000. In an effort to diversify further my businesses, I introduced carrot farming business using TZS 300,000 of which I earned about TZS 1,200,000 (approximately). Being impressed with carrot farming, I borrowed TZS 500,000 to start cabbage farming which you can see here in-front of you. Together with those businesses I do livestock keeping, beekeeping and sugar cane farming and I do contribute significantly to household income (Plate 1). Today we as a family, we have afforded to pay school fees for our two children who are studying in Kenya and one who is in English medium school in Tanzania”.

Many of such examples exist in all four districts where the evaluation was conducted.

For the second general indicator for this outcome which aimed at increasing access to food, school and/or medical care due to increased incomes for 900 families, the target has been achieved by more than 100% as a total of 1,062 members from 1,062 families have been involved in the groups mentioned in indicator one. The midterm programme evaluation showed an increase of income by 340% of the group members involved in the programme. This indicated increased capacity to access food, school and medical care due to the increased purchasing power. The last general indicator aimed to be achieved was 800 women to have perceived improved control over decision making regarding household resources which has also been achieved to over 100 percent. Evaluation results show that, 99% of the respondents reported to have improved decision making regarding household resources.

Output 1.1 called for improved access to market information by 1,000 vulnerable women who demand specific skills to enable them to make informed choices as to their means of livelihood. It is reported in various programme reports that 1,062 women have been able to demand skills and use them to make informed decisions.

This has been justified by the number and variety of enterprises that have been reported to be practised/invested in by the women group members in the saving and credit schemes. The new and upscale businesses are 684 and 857 respectively.

Access to information has been a bit limited. This is due to the fact that, most of the women that have had their enterprises more improved in the last year of the project which now demand for market information. The study found that, of the 146 project beneficiaries, 60 (41%) had improved access to market information.

Despite the fact that the time was not ripe for the programme to start the market information network, it was reported by the interviewees that they were trained on how to source market information by the WEEJT project staff. This can be regarded as one of the initiatives that were carried out to ensure that the aspect of market information is addressed by the programme.

Moreover, the WEEJT programme has established a data base of the mobile phone numbers of all members of the 45 groups with the intention of developing networks that could be used to send market information such as prices of goods and other related information to the network of members of these groups through bulk SMS. This system although developed it has not been in use. This calls for intervention to revive the system as recently women in these groups have started to increase production especially those who are engaging themselves in the banana and vegetables production. They will eventually need such information to help them decide where to sell their agricultural produce.

Output 1.2 called for improved capacity of 1,000 vulnerable women to establish and manage businesses/enterprises. Indicators that were expected to be achieved included 1000 women to have attained improved capacity to establish and manage enterprises. At the end of the project, a total of 1,062 women have been able to establish and manage various enterprises with 684 new and 857 called up businesses which makes a total of 1,541 enterprises. Some of these enterprises that are managed by these women as a result of the project include: production of vegetables; opening of kiosks selling sugar, grains, hair dressing saloon, cosmetic kiosk; manufacturing of soap; establishing banana farms and banana business where they buy banana from other village farms and sell at non-local market. Another indicator that was targeted to be achieved was that 100 women obtain sustainable income for the first time. The KWIECO WEEJT programme report of April 2015 reported that a total of 213 women have managed to obtain a sustainable income for the first time in these areas. In terms of new business, the target was to have 250 women in these areas to have started new business and during the end of the project about 684 new businesses were established. Furthermore, the target of scaling up 650 existing businesses was surpassed by nearly 140% where 857 women started new business and scaled up the existing ones. Some of the new businesses/enterprises reported to be established by women in the four districts as a result of the WEEJT programme include poultry projects, dairy projects, pig rearing, and trading of bananas. On the indicator that 650 women have scaled up their business, the indicator has been surpassed as a total of about 850 women have managed to scale up their businesses/enterprises. Some of the scaled up enterprises include production of vegetables, kiosks for selling sugar, grains, saloon, and cosmetic kiosks.

Output 1.3 called for 1,000 vulnerable women to obtain sources of capital and tools to establish and/or scale up businesses/enterprises as a result of group savings and loan schemes. This has been achieved to the highest level as there are 684 women who have managed to obtain capital to establish new business through loans that are obtained in the group savings and credit schemes, 857 women have been able to establish and scale up enterprises as they were able to use the loans they obtained from the schemes, and about 1,179 women have been able get involved in the group savings and credit schemes

as a result of the project. However, only 1,074 women have accessed loans from their groups while 105 women have not applied for or accessed loans at all. Apart from the project that has been formed under KWIECO WEEJT programme, there has been a spill-over effect where a good number of other groups have been formed without the assistance of WEEJT project. In Shimbi Kwandei ward, WEEJT project supported the formation of two groups in 2013, in April 2016; the ward had a total of 23 groups with total active group members of about 390. The 11 new groups have been formed after noting the differences in the group members of the two WEEJT facilitated groups. This shows how excellently this output has been achieved.

Outcome 2: Legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse are available and in use

Four main indicators with three different outputs were realized. The main indicators of this outcome that were realized to their full capacity include 1000 women to have been trained in human rights, laws relating to gender equality and marriage by the end of the project. This has been fully achieved as 1,155 women have received training in human rights. This has been reported by 100% of women who were interviewed in the respective groups in the four districts where the programme was implemented.

On the target that 200 women have received legal support from KWIECO, this has been reported to have been achieved. The support from the paralegals that were established in the respective wards under KWIECO has reached 201 women in assisting them on how they could access legal support. One of the examples that was given by one of the interviewees in Rombo is that through the assistance of KWIECO she managed to get the land which was to be confiscated by her in-laws after the death of her husband. This with other evidence obtained from the field has given assurance that this target has been achieved to its maximum capacity.

On the target that 250 duty bearers have implemented improved support for marginalized women, e.g. use simple language, not charging prohibitive costs in following up cases, make judgments in favour of women; this too has been achieved by more than 100%. KWIECO managed to train 106 duty bearers. Interviews with duty bearers including the ward and village executive officers of all villages and wards conducted in the project area, bears witness. For example, in an interview with the Ward Executive Officer (WEO) of Ubetu-Kahe, he reported that, KWIECO under the WEEJT program has assisted him through skills development especially on human rights and empowered him in performing his duties as a WEO and how to solve community problems in his area. The majority of the office bearers in the visited project areas shared the same opinion. Some of the skills acquired by duty bearers include; legal reconciliation and fair judgement, allocate budget to visit aiming to render legal human rights education and Gender equality in the communities especially women peer saving groups and Ward reconciliation Boards, support women to prepare needed documents for group registration and to open a bank account, sharing experience on how to solve women's legal and economic problems in society, use community awareness meetings to address human rights issues and understand ways to engage the communities to fight against gender based violence (GBV) and increased cooperation with the Ward Development Committees (WDC) to ensure women are equally listened to for fair judgment.

Output 2.1 called for increased capacity of vulnerable women to understand local legal processes and claim their rights through judicial systems and processes demonstrated by 200 women. This output in particular aimed at training 1000 women in human rights and laws relating to gender equality, marriage and succession, and procedures to follow in cases of violation. The project implementer has trained 1,155 women on the rights and laws under this output the number which is higher than the targeted indicator at the

beginning of the project. Moreover, the implementing team has counselled 210 women on legal context which is above the target of 200 women. The aspect that KWIECO did not achieve to its full capacity in this regard is the representation of women in court of law by KWIECO advocates whereby, the target was to represent 50 women but only seven were represented. The discussion with the key informants in the areas where the project was implemented resulted in the general understanding of the nature and culture of the people in the area that, when a woman takes a case to the court, the elders in the area could curse her. As it is the culture which has been there for a long time, it is not easy to change the elders' and others view that quickly. The other aspect that was regarded to contribute to women not sending their cases to a court of law was the capacity that has been built to the office bearers to handle the cases at the local level and this has meant that these cases were resolved before needing to be sent to court. Concerning legal help, the evaluation team documented a case by one of the beneficiaries from Mikocheni Village, Arusha Chini Ward Hai District. She mentioned she had divorced her husband because he had decided to marry a second wife. After her divorce she had no help for her and her children until she met KWIECO. KWIECO assisted her by informing her of the right place to report and she was helped to file the case. In her own words, she said: *'Walini elekeza namna yakujitetea mahakamani, nikajitetea na mahakama ikanipa haki ikamlazimisha mume wangu kunipa matunzo'* (They assisted me on how to defend my case in the court and I successfully defended my case and my husband was ordered to take care of me and my children).

Output 2.2 called for improved skills, knowledge and capacity of 250 duty bearers on their roles and responsibilities in terms of legal processes, and women's rights and entitlements related to marriage, property and succession guaranteed by judicial systems and processes. This output in particular aimed to train and mentor 250 office bearers in rights and laws relating to equality, marriage and succession to allow them implement their training and improving the support to marginalized women. Indeed the targeted 224 (89.6%) office bearers were trained and mentored on the rights and laws relating to equality, marriage and succession and 210 office bearers have reported to have utilized the training and were able to provide the legal and socio-economic support to marginalized women in their respective locations. For example, they have supported women to prepare needed documents for group registration and to open a bank account, women's livelihoods and legal problems in the community. This has been justified by those who were interviewed and reported to have used the skills they got from the trainings they received from KWIECO in supporting the marginalized women. Some evidence has been given in the preceding sections.

Output 2.3 called for increased responsiveness of service providers to the needs of 3,000 marginalized rural women from four districts. On the target that 3,000 women have received improved services to address rights violation e.g. supported to understand language and procedures of the justice system, linked with health, business, disability and education services. It is reported that the target has been surpassed as 3,070 have benefited under this component. Some of the evidence is from the focus group discussions held with members of various groups who reported to be able to understand the procedures of justice system, linked with health and other elements and that based on the improved purchasing power through the empowerment initiatives that have been implemented under this programme, cost for accessing health, establishing business and education services. Evidence from the interviews with beneficiaries has indicated that KWIECO has done a lot in addressing this component to a success.

Outcome 3: Reduced vulnerability of 1,000 rural women as a result of their participation in peer support groups of vulnerable women with similar problems and interests

This outcome had three main outputs with their associated indicators. All these have been achieved.

Output 3.1 called for vulnerable women to form peer support groups that provide collective moral, practical and financial support, and have the capacity to demand and secure equal access to economic resources, other social and economic services and opportunities such as health, education and well-being of their children.

In attaining this output two targets were set, the first target was to have 1,000 women to have perceived benefits as a result of their participation in peer groups, gauging from the field visit and discussion with various key stakeholders as well as documents review, a total of 1,062 perceive to have benefited from the participation in the peer groups (Appendix 5). One of the peer group members in Rombo district, who is disabled, mentioned the peer group to be very useful and helpful to her life; *“My life was nothing; this group has helped me to feel like I am a human being. I have benefited immensely by becoming a member of this group, with the health condition that I am in, I could get a loan from my group buy a bag of maize grains, sell the grains in retail and get benefit out of it. If I was not in this group, my survival would have been in question. KWIECO should think of including the disabled in such projects”* she said. This indicates how the perception on benefits as a result of their participation in peer groups is felt.

The second target under this output was to establish 50 peer support groups with effective management of group finances and human resources, and responding to and meeting needs of their members in the programme area. At the time of the evaluation, a total of 50 groups were formed with the assistance from the programme, 45 groups were already registered in the respective district councils and they have opened bank accounts. Apart from skills and capacity building in various areas to the group, each of the 50 groups has been assisted by WEEJT with 1, 000,000 Tshs as a start-up capital. As indicated in preceding sections, these groups have had members who managed to obtain loans ranging between 50,000 Tshs to 1,500,000 Tshs. Some spill over effect has already been felt as in other areas; there are new peer groups that were formed without KWIECO’s help but utilizing the experiences that have been gained from the KWEICO WEEJT programme. The example is that of 11 new groups formed in Rombo just after observing what the two WEEJT supported groups were doing, community members have decided to form peer groups by themselves.

Output 3.2: called for 1,000 vulnerable women to have an understanding of barriers to social inclusion and acquire group management skills, and apply these in group membership and management. During the time the programme was evaluated there were 1,062 women with that strength. This has been due to the skills and training delivered by KWIECO in these areas. Interviewed women in Usangi, Mwanga district for example, mentioned to have had this understanding though the training that was offered by KWIECO as well as documents such as a hand book on Understanding Legal Rights (*“Zijue Sheria Mbalimbali”*) that was produced and distributed to people in the programme area.

Another target under this output was to have 1,000 women reporting and demonstrating understanding and skills in group functioning and management. During the time of evaluation, it was learnt that all group members in the groups were able to report and demonstrate the aims of this target. Evidence is from the group members who were interviewed in their respective groups who indicated to be able to attend the weekly meetings, repay the loans they have taken on time and able to work together in various functions. It is estimated that at the end of the programme implementation the target has been surpassed as there were about 1,062 active group members who have been able to demonstrate these functions.

The last target under this output was to have 50 groups with effective management. This has been achieved to 100 percent. The WEEJT programme monitoring and evaluation report showed that, 48 groups have effective management of group finances and human resources. As in each of the WEEJT formed group, the groups have had a proper management including the chairperson, secretary and treasurer. The management of these groups have been effective as members have been able to work together more so in the savings and credits as there has been no seriously defaulters to the loans taken. As indicated in the preceding sections, there are evidences that more groups have been formed by other women themselves as spill over effect from the group that were facilitated by WEEJT programme.

Output 3.3 aimed at attaining improved capacity of 200 group leaders from 50 peer support groups to manage group finances and human resources. The target of training 200 leaders from the groups has been surpassed as there were 216 leaders from the groups who have been trained on group finances and human resources. These skills have improved the financial management in the groups and have assisted groups to have clean books hence minimized if not omitted the possibilities of conflicts within the groups.

On the target that called for 50 groups with effective management of group finances and human resources, this has been successful attained as all 50 formed groups had their leaders trained on managing group finances and human resources. In general, outcome three of the programme has been excellently achieved.

Outcome 4: Increased community awareness of inequality and women's rights will result to positive behavioural change that will enable women's participation in social and economic activities

This outcome had four indicators including; 3,000 people participating in awareness activities, 20 role models promoting experiences and gender rights, 20% increase in the number of people with awareness of rights violation issues influenced by mass media campaigns and 900 women reporting improved behavioural change at family, household or community levels.

This outcome had three outputs with their associated indicators of achievement that were targeted. All these have been achieved.

Output 4.1 called for increased understanding of 3,000 community members on women's rights, gender equality, discrimination and discriminatory practices. Specifically, 100 women's rights issues to be raised and discussed in the community forums as a result of project activities; 3,000 people (disaggregated by gender) attending and 500 contributing positively on women's rights in the community forums as a result of project activities and 100 case studies documented reflecting positive changes in behaviour and practices towards women at family and community levels. Evaluation results showed that, there had been effective implementation of this output by 80% (2,400 community members). In an interview conducted in Ubetu village, Ubetu-Kahe Ward in Rombo district one member from Tumaini Women Group had the following witness;

'The legal training from KWIECO has helped me to realise my rights, children's rights and on how to write a will'.

Moreover, output 4.2 called for maximised public profile of 20 successful women role models and their contribution to society; 80% of people report understanding of role models' profiles in each of 4 project districts and 60% of marginalised women report attitude and/or behavioural change, perceived to be as a result of influence/role model mentoring. The evaluation results indicate that, there are 27 role models in place who had made a significant contribution to the society. All respondents (100%) from each district

reported to understand role models' profiles and 100% of marginalized women reported behavioural change which is attributed to the effects of role models from their groups.

Furthermore, Output 4.3 called for increased awareness on women's rights of 40,000 community members through direct and indirect mass media campaigns. Specifically, this output targeted 40,000 people to be reached through radio campaigns on relevant issues; 3,000 leaflets distributed and posters displayed and 10% increase in awareness following random sampling. Evaluation results shows that, 45,000 people were reached through radio campaigns, 32,000 leaflets were distributed and 13% of people with awareness of rights violation issues influenced by mass media campaigns. This implies that, this output has been achieved by more than 100%. Interview results showed that each group member was issued a booklet of understanding human rights and they could read it. One respondent reiterated that:-

"A book of understanding human rights given to me by KWIECO has set me free from gender violence because when my husband read it he changed completely after understanding that some of the things that he did to me were against human rights. I thank KWIECO for recovering my family happiness".

Efficiency

The project documents clearly show that at the project design level, the project was designed to be a four year project with a budget of 450, 000 USD with a workforce of seven staff members. The internal review report shows that, with similar objectives developed during the project design that were intended to be covered in four years, the duration was reduced from four to three years aiming at covering similar activities developed during the project design.

Regarding the onset of the programme implementation and the release of funds as well as the flow of finances, the three year project was scheduled to start on 1st of January 2013, but activities could not take off as the first tranche of funds were received towards the end of April. This implies that the project was delayed for three months. Based on the grant agreement, funds are only disbursed after 80% of the previous grant has been spent. This was requested in April 2014 but not received until September due to issues related to the review and approval of the reports. The no-cost extension was granted as a way to offset the delays.

In terms of the manpower, there was also a reduction from seven to five staff members. As reported in the internal review report, achievements of the targets are significantly higher.

With the limitations in terms of the reduced project duration, reduced manpower and the delays on the onset of the project, the efficiency in the first two years are reported to be satisfactory. Some observations from the project documents especially the internal review show that, 50 peer support groups comprising of over 1000 vulnerable women were established and began addressing members' basic needs and human rights concerns; training on marketing has resulted into establishment of new enterprises and the scaling up of existing ones. In order to reduce the travel time for the group members, the implementing agency decide to form groups at village levels instead of the ward level which has been regarded as a positive innovation. The introduction of debates to discuss relevant social issues was also reported to be introduced during the implementation of the project. The impacts on these have been assessed in this final evaluation.

In order to address the lost project time caused by a delay in the receipt of funds, UN Women agreed to a no cost extension of five months, which has been used to cover the time and finalize the remaining activities.

Furthermore, the KWIECO office used its staff during the WEEJT project implementation particularly when there was a delay of project fund disbursement. This has helped to recover the time waste during financial constraint period.

Impact

In this evaluation, the level of attainment of the programmes' overall goal was assessed. The programme overall goal was to empower rural women marginalised by abuse of rights, absolute poverty and inequality from four of seven districts of Kilimanjaro region in Tanzania to access their social economic rights and resources by 2015.

The programme intended to empower 1,000 rural women marginalised by abuse of rights, absolute poverty and inequality from four (Mwanga, Moshi Rural, Siha and Rombo) districts of Kilimanjaro region in Tanzania and to access their social economic rights and resources by the end of the project. By the end of the implementation period, 1,062 women in the programme areas benefited from the WEEJT programme initiatives. Each programme output was achieved to 100% with exception of the awareness activities which were achieved by 80%. On average, the monthly income of the programme beneficiaries has increased by 304% (average monthly income of most marginalized women has increased from 20,000 to 85,000 Tanzania shillings). The programme has increased the voice of women to have equal access to, and control of, household resources. Of the 146 project beneficiaries interviewed; 66(45.2%) and 80 (54.8%) mentioned to be able to have two and three meals per day respectively. This implies improved health of the majority. One respondent from Upendo group at Siha district reiterated that improved health status of the families in the area has reduced the rates of sickness of most people. This has helped more people to engage effectively in economic activities. Findings showed that 684 new businesses were started and 857 existing businesses were scaled up as a result of the WEEJT programme. Although almost all the business trading is conducted within the area, some women in Rombo for example, have managed to trade outside the local area, including supplying banana to Moshi, Dar es Salaam and to the border in Taveta Kenya. This indicates that most women have more than one business/enterprise which is a good indicator of livelihood diversification that ensures sustainability of the programme. There has been a huge contribution in terms of the total saving, from zero to Tanzania shillings 182,544,960.00 (which is equivalent to 82,975 USD) owned by the 50 groups established in the areas (53,955,300.00 Tshs for groups in Siha, 65,163,300.00 Tshs in Rombo, 25,002,500.00Tshs for Mwanga and 38,423,860.00Tshs for Moshi rural district)

The programme has assisted 1,062 vulnerable women to obtain increased, secure and sustainable sources of income through enterprise (such as shops, kiosks, vegetable business, poultry and cattle keeping) as a result, these women have been able to support their families specifically children to obtain school requirements hence increase school attendance, improving shelter in their respective areas, increasing the number of meals in some areas where they were not getting three meals a day as well as ability to contribute in ensuring health of the family members.. Furthermore, at Ubetu-Kahe, Rombo District: Two groups i.e. Muwaka and Umoja were in focus group discussion (FGD) and both testified that after getting the trainings, loans and starting business, they have been able to contribute to their family basic needs, such as taking children to school, affording medical expenses and three meals per day.

Sustainability

This programme was built up on the previous project known as Women Fighting Inequality and Destitution in Tanzania (June 2008 to September 2012) funded by the Department for International Development (DFID). Challenges including poor participation of rural communities in project awareness programme; difficulties in women groups' formation, and identification of potential group leaders were noted and taken care of when the WEEJT programme was then designed. Similarly, lessons learnt such as limited sources of financing and lack of financial education among marginalized women in the area from the DFID funded project shaped the implementation and management of the WEEJT programme. Addressing the challenges noted in the DFID programme, resulted into the designing of the WEEJT programme. Lessons that were incorporated in the WEEJT

programme from DIFID include: The introduction of seed funding to the groups once they are established and have a good amount of savings and supporting the election of leadership. Others include: supporting leadership & financial management training. The WEEJT programme's sustainability has been ensured through training of trainers, capacity building of the beneficiaries so as to have continuation of benefits from the development intervention after the major development assistance has been completed. A total of 1,062 marginalized women from the 50 groups got training on enterprise development and entrepreneurship, legal skills, poultry and cattle keeping (offered by KWIECO, KPTC, KNFC and SIDO staff) and various supports (during programme proposal development) given by APT are essential elements for ensuring sustainability of the WEEJT programme.

CONCLUSIONS

The WEEJT programme implemented in the four districts of Kilimanjaro region, has empowered 1,062 women in economic terms, improved socio-economic quality of the vulnerable women and also enhanced vulnerable women's ability to know and stand up for their rights. All the outcomes have been achieved beyond the expected targets. Of the 146 project beneficiaries interviewed; 80 (54.8%) and 66(45.2%) can afford three and two meals per day respectively. Business enterprises started and scaled up by the programme beneficiaries include: small kiosks, shops, selling Khanga and Vitenge, Vegetable business, Poultry and Cattle keeping; and Motorcycle ("Bodaboda") business. Of the 56 project beneficiaries in Rombo district, 46 (82%) of the respondents have started and up-scaled business enterprises such as small kiosks, shops, poultry and cattle keeping; 7 (13%) engaged in small kiosks and selling Khanga and Vitenge; and 3(5%) engaged in shops and motorcycle business. Of the 20 project beneficiaries in Mwanga district, 15 (75%) have engaged in small kiosks, shops, Vegetable business, Poultry and Cattle keeping, 3(15%) engaged in shops and selling Khanga and Vitenge and 2(10%) engaged in small kiosks and vegetable business. In Siha, of the 36 beneficiaries 25(69%) have engaged in vegetable business, poultry and cattle keeping, 11 (31%) have engaged in small kiosks, shops, selling Khanga and Vitenge. Moreover, of the 34 beneficiaries in Moshi rural district, 28 (82%) have engaged in small kiosks, vegetable business, poultry and cattle keeping while 6(18%) have engaged in shops and selling Khanga, Vitenge and second hand clothes.

The approach used by the project has been a participatory approach that has managed to involve government authorities' especially local government (at a district level). The assistance that has been provided by the local government include networking with other development partners, arrangements of field visits, identification of potential project beneficiaries, registration of women groups and facilitation on accessing government loans. This shows how the programme initiatives are anchored into local government.

The approach used was aimed at improving the income of vulnerable women in a sustainable way. The establishment of 50 groups of marginalized women with saving and credit schemes, together with capital that is generated by the vulnerable women themselves which has now reached 82,975 USD (Tanzania shillings 182,544,960.00) is helping to ensure that the initiatives are sustainable and will reduce the degree of women's vulnerability. Groups established by WEEJT programme managed to establish other thirteen groups with 390 members (11 groups in Rombo, 1 group in Mwanga and 1 Group in Siha district).

RECOMMENDATIONS

Recommendations that are given in this report are aiming at stimulating the thinking on the future activities and projects that could be implemented in relation to the initiatives that have been initiated under the WEEJT programme. Such recommendations have

taken into consideration women empowerment as a key issue in the WEEJT implemented project. The following are the recommendations:

- Vulnerable and marginalized women in the programme area have been empowered to the extent of becoming able to produce agricultural products. Therefore, consideration of value chain addition to the products that are being produced by women is paramount. This will help in adding value to the produce, increase the price of the produce and hence increase the return to the women in their enterprises.
- The vulnerable women who have been empowered in these areas some of them are residing near the border of Tanzania and Kenya especially those groups in Rombo. Adding value to the produce could trigger a cross border business. This therefore, calls for the possibilities of establishing women cross border business that could increase the return of the investment to the women who have taken loans and invested the same in the production.
- Formalization of vulnerable and marginalized women's groups through registration and opening bank accounts could give access to other funding opportunities. The government of Tanzania has promised 50 million Tshs per village that could be accessed by formal registered groups. The WEEJT groups that have been registered should be sensitised and assisted in developing business proposal to access the funding. As this fund will be in terms of a loan, and these groups have received training on managing group finance, this could be the ideal opportunity for the groups to prosper.
- WEEJT programme focused on empowering vulnerable and marginalized women in the programme area. Women who got effective support from their husbands showed better success in their business enterprises which supported by WEEJT programme. Therefore, there is a need for rethinking the approach that has been used in this programme to include men as part of the stakeholders in the empowerment process. This is due to the fact that it has been observed and reported in the groups that women that had their male partners' support benefited more than their counterparts. Awareness-raising on GBV of local women must involve men; they ought to be included in support and mentoring on specialized GBV issues. This will increase the approval of the programme among men.
- WEEJT programme proposal did not specify indicators based on programme locations. Therefore, in developing new project/programme, indicators should be specified by area i.e. numbers of empowered women for Rombo, Siha, Moshi Rural etc. This will assist in ensuring that the project/programme is not inclined into one site/district and the evaluation results will stick on the indicators per specific location.
- Integration with national strategies, government ministries, and NGOs is critical. KWIECO cannot work in isolation and achieve its objectives there is a need to integrate with other stakeholders in areas like information sharing, experience sharing, strategic collaborations and finding common solutions to common problems.
- WEEJT programme has shown tangible results in the programme area. Therefore, scaling-up the programme to other parts of the country could improve effectively the socio-economic characteristics of most marginalized women in Tanzania.
- WEEJT programme did not consider a bridging fund for supporting the implementing organisation when the programme is coming to an end. There is a need of considering a bridging fund so as to support the implementing organisation for at least six months.

LESSONS LEARNT

- Vulnerable women when organized and provided with skills can contribute to the household welfare. Most group members who have actively participated in the saving and credit schemes, have managed to contribute to household welfare such as paying for their children to attend school.
- In some areas the issue of alcoholism has been seen to be a hindrance factor which can lead to lowering the sustainability of the project. Men have been stealing the women's assets and selling them to get money for drinking. This lowers the efforts made by the programme especially in economic empowerment.
- It was learned that for those women who were highly supported by their husbands during the project and are still supporting them, are very successful. There were men who were even reminding their wives to go to the groups after seeing the benefits flowing to the family.
- The project was very successful since the stakeholders, especially community leaders were involved from the beginning. This shows that it is important when you want to penetrate the community to involve their leaders. Even religious leaders (priests) were using the already formed groups to facilitate the forming of other groups.

APPENDICES

Appendix I(a): WEEJT Final Evaluation Itinerary

DATE	TIME	LOCATION	ACTIVITY	TARGET GROUP/ Responsible
Thu. 28/04/2016	9:00- 12:30	Project Office KWIECO office	Interview project team management and Accounts team.	Project team KWIECO management, accountant
	2:00 to 5:00			
Fri: 29/04/2016	10:00 to 11:00	Ngare- nairobi ward Siha District	Meet 6 ward leaders	WEO,2 VEOs, 1CDO, Cchancellor,2 members of ward tribunal. Group members. Evaluation Team-A
	11:10 to 12:45	Namwai Village	Visit Agape group	
	2:00- 4:00	Samakimaini village Siha district.	Visit Amani group	
	10:00 to 11:00	Mwika kaskazini ward. Moshi- Rural	Meet 6 ward leaders	WEO, 2 VEOs, 1CDO, chancellor, 1 member of ward tribunal.
	11:10 to 12:45	Marin'ga village Moshi-rural District	Visit Ikunda group	Group members, Evaluation Team B
	2:00- 4:00		Visit Ikunda group	Home visit 3 members, Evaluation Team B.
	Sat.30/04/2016	9:00 to 1:00	Ubetu Kahe ward Rombo	Meeting with LGA leaders
2:00 to 4:00		Kahe Village	Visit Umoja ni Nguvu and Muaka group	Group members, Evaluation Team B
9:00 to 10:30 11:00 to 1:00		Mengwe Ward Rombo	Meeting with ward leaders	LGA leaders and , Evaluation Team A
2:00 to 4:00		Shimbi ward Rombo	Visit Ushirikiano group	Group members, Evaluation A
Mon, 2/05/2016	10: 12:30	Mwanga Town	District and ward leaders meeting	DCDO, Mratibu NGO, Lawyer, police, 3WEOs, 3 CDO- Evaluation Team A

DATE	TIME	LOCATION	ACTIVITY	TARGET GROUP/ Responsible
	2:00-4:00	Kirogwe ward	Visit Azimio and Neema Group	Group members, Evaluation Team A
	10:12:30	Livishi ward	Visit Eden group	Group members, Evaluation Team B
	2:00-4:00	Livishi ward	Visit Amani group	Group members, Evaluation Team B
Tue 3/05/2016	9:30 to 11:00	Project offices	Meeting with Kilacha, SIDO, KNFC and Police Gender desk.	Networking officers and evaluation team B
	1:30 to 3:30	Project office	Meeting with women with legal problems	Group members, Evaluation Team B
	9:30 to 11:00	Msangeni	Visit Tushikamane group	Group members, Evaluation team A
	1:30 to 3:30	Mwero village	Visit Jitegemee group	Group members, Evaluation Team A
Wed. 4/05/2016	9.30 to 12:30	Project Office	Meet with Role Model	
	1.30 to 4.30	Project Office	Meet with women Leaders	
	10:30 to 12:30	Arusha chini ward Moshi rural	Visit Furaha group	Group members, Evaluation Team B
	2:30 to 4:30.		Furaha group members.	Home visit 3 members, Evaluation Team B.

Appendix 2(a):
OFFICIALS

CHECKLIST FOR STAKEHOLDERS SEGMENT 1: KWIECO

QUESTIONS FOR KWIECO WEEJT PROJECT TEAM AND KWIECO SENIOR MANAGEMENT
(SSI&SS2)

OVERALL OBJECTIVES

To evaluate the impact of the WEEJT programme to the individual beneficiaries, their households and their communities

- i. Could you give us some examples of the benefits that you have noted that are resulting from the implementation of this programme to individuals, households/families and communities?
- ii. Give us few real examples on how the programme have improved the awareness of and action on, women's rights and gender equality Resulting from the implementation of the this programme in the area
- iii. Are there examples of benefits on programme to individuals, households/families and communities resulting from the participation in the groups that have been formed during the implementation of this programme? (to list some of the best examples)
- iv. Provide some activities that you may regard as the best activities that have /could reduce women's vulnerability resulting from poverty
- v. Are there challenges that have been faced during the implementation of this programme? (to provide a list)
- vi. List the best bets that have enhanced the implementation of the programme in the area.
- vii. What were the project funds used in addressing the intended project outputs and outcomes
- viii. What should be done to ensure sustainability of the initiatives developed by the programme
- ix. To what extent will activities, results and effects be expected to continue after this project has phased out
- x. How do you regard the initiatives resulting from this project to be sustained by the communities in the Districts
- xi. What are the areas that call for scaling up the programme?
- xii. What are the criteria used in the selection of implementing partners (comparative advantage or other)
- xiii. Were the financial resources and other inputs efficiently used to achieve the intended results?
- xiv. Were the financial resources disbursed on time by the funder? If not what were the reasons and how did it affect implementation of the project?
- xv. Explain briefly what role models have done and/or how they have been used. How effective has this been?

NB: The consultant will require the project team (client) to provide data on the target reached per each project output

Appendix 2(b):

CHECKLIST FOR EXTERNAL STAKEHOLDERS

Questions for government officials and community leaders who have engaged with the project and/or peer support groups; government and NGO services from whom project beneficiaries are accessing services; community decision making structures and personnel

OVERALL OBJECTIVES

To evaluate the impact of the WEEJT programme to the individual beneficiaries, their households and their communities

- i. What do you understand about the WEEJT programme
- ii. How were you involved during programme awareness campaign?
- iii. How the the programme awareness campaign was implemented?
- iv. Did you have knowledge on women's rights, gender equality, discrimination and discriminatory practices? Could you mention a few of things that show women discrimination and gender inequality in your society?
- v. Has there been relationship between the peer support groups/ vulnerable women in your society? Please explain how?
- vi. Has your office been heeding to the demands of the vulnerable women in your society as well as being able to hold each other accountable where one in the hierarchy/leadership system fails to heed to such demands?
- vii. Could you give us some examples of the benefits that you have noted that are resulting from the implementation of this programme to individuals, households/families and communities?
- viii. Give us few real examples on how the programme have improved the awareness of and action on, women's rights and gender equality Resulting from the implementation of the this programme in the area
- ix. Are there examples of benefits on programme to individuals, households/families and communities resulting from the participation in the groups that have been formed during the implementation of this programme? (to list some of the best examples)
- x. Provide some activities that you may regard as the best activities that have /could reduce women's vulnerability resulting from poverty
- xi. Are there challenges that have been faced during the implementation of this programme? (to provide a list)
- xii. List the best bets that have enhanced the implementation of the programme in the area.
- xiii. What should be done to ensure sustainability of the initiatives developed by the programme
- xiv. To what extent will activities, results and effects be expected to continue after this project has phased out
- xv. How do you regard the initiatives resulting from this project to be sustained by the communities in the Districts
- xvi. What are the areas that call for scaling up the programme?
- xvii. Have you received any training from KWIECO?
- xviii. How have you applied such acquired skills in your area of jurisdiction?
- xix. What cases/issues related to human rights you are dealing with in a month
- xx. How many of these cases were GBV based
- xxi. How many women do you know to have received those services in your area?

Appendix 3: QUESTIONNAIRE FOR STAKEHOLDERS SEGMENT 1 - DIRECT BENEFICIARIES

Questions for vulnerable rural women with whom the project is working with, including women with increased incomes, establishing new businesses and scaling up existing ones; women trained in women's rights and laws; women receiving legal support from KWIECO; peer support group members and leaders; role models; and duty bearers trained by the project

OUTCOME 1

Vulnerable women obtain increased, secure and sustainable sources of income through enterprise with which they can support their families and have equal access to, and control of, household resources

- 1.1 800 women with incomes increased as a result of the project, the source of which is perceived as sustainable and secure
- 1.2 900 families with increased access to food, school and/or medical care due to increased incomes
- 1.3 800 women who perceive improved control over decision-making regarding household resources

Output 1.1

Improved access to market information by 1,000 vulnerable women who demand specific skills to enable them to make informed choices as to their means of livelihood

- What are the skills acquired from the project and how such skills helped you to select the livelihood
- What are those market information demanded, how were they accessed and challenges faced

Output 1.2

Improved capacity of 1,000 vulnerable women to establish and manage business/enterprises

- What type of business were you doing before and after the project
- How did WEEJT programme assisted you in improving your business
- What was your monthly average income before WEEJT programme interventions
- What is your current monthly average income after WEEJT project interventions
- Did WEEJT project assisted you in establishing new, scaling up business and how
- What strategies have you developed to ensure sustainability of your business
- How do you rank sustainability of your business (Low, Medium, High)

Output 1.3

1,000 vulnerable women will obtain sources of capital and tools to establish and/or scale up businesses/enterprises as result of group savings and loan schemes

- How much have you received capital /tools to invest in your business from the project
- Have you received funds from other funders rather than KWIECO
- How the project assisted you in accessing capital/tools
- How could you rank the process of capital disbursement (poor, moderate, highly appreciated)
- How many women have received capital in your group to establish new business
- How the increased income has maintained your family and community relationships; and decision making involvement
- How the income earned from your business spent to improve family wellbeing (schooling, health, improving shelter, clothes, food)
- To what extent were you involved in decision making in you family before and after the project (Low, Medium, High)

OUTCOME 2

Legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse are available and in use

- 2.1 1,000 women trained in rights and laws, and procedures to follow in cases of rights violation
- 2.2 200 women receiving legal support from KWIECO
- 2.3 250 duty bearers implementing improved support for marginalized women, e.g. using simple language; not charging prohibitive costs in following up cases; making judgements in favour of women
- 2.4 3,000 women receiving improved services to address rights violations e.g. supported to understand language and procedures of the justice system; linked with health, business, disability and education services; costs are not a limiting factor in securing justice

Output 2.1

Increased capacity of vulnerable women to understand local legal processes and claim their rights through judicial systems and processes demonstrated by 200 women

- Have you acquired legal skills on human rights from the project?
- Have you received any legal assistance from KWIECO and how do you rank it ((Low, Medium, and High)?
- What was the level of understanding of the legal processes on human rights before and after the project ((Low, Medium, and High)?
- What was the outcome after getting legal assistance from KWIECO
- How many women in this area/group have received legal counsel
- Were you presented in the court of law by KWIECO legal officer?
- What was the outcome of the case presented by KWIECO legal officer?
- To what extent have you satisfied by the service offered by the project legal officer ((Low, Medium, and High)?

OUTCOME 3 (FOR FOCUS GROUP DISCUSSION)

Reduced vulnerability of 1,000 rural women as a result of their participation in peer support groups of vulnerable women with similar problems and interests

- 3.1 1,000 women report strengthened capacity to navigate social barriers
- 3.2 1,000 women perceiving benefits as a result of their participation in peer groups
- 3.3 50 peer support groups established

Output 3.1

Vulnerable women form peer support groups that provide collective moral, practical and financial support, and have the capacity to demand and secure equal access to economic resources, other social and economic services and opportunities such as health, education and well being of their children

- Are there trainings on management of group finances and human resources offered offered by the project?
- How do you rank the training on management of groups finances and human resources (relevant, not relevant)
- What outcomes did you see from the training (Effective, Not effective, highly effective)
- Do you belong to any peer support group and when and how these groups were started?
- What functions offered by the peer support group and how do you rank their effectiveness (Low, Medium, High)
- How often do members of these groups meet and what do they discuss
- How many women are there in your group
- Is the group registered and does it have bank account, how do you share group financial information
- What benefits received being the group member
- How the project supported the group: and how do you measure such support (effective, less effective, highly effective)
- How do you manage your finances and how do you rank the management
- What are the challenges facing these group and issues were taken care for sustainability of the group
-

Output 3.2

1,000 vulnerable women will understand barriers to social inclusion and acquire group management skills, and apply these in group membership and management

- What are the areas that women are excluded from participation
- Are there barriers of women's social inclusion that are known in this area
- What was the situation of women inclusion before and after the project
- How many women have in your group have reported these barriers
- Are there groups that are working to ensure the improvement of welfare of the women in this area

OUTCOME 4

Increased community awareness of inequality and women's rights will result to positive behavioural change that will enable women's participation in social and economic activities

- 4.1 3,000 people participating in awareness activities
- 4.2 20 role models promoting experiences and gender rights
- 4.3 15% increase in the number of people with awareness of rights violation issues influenced by mass media campaigns
- 4.4 800 women reporting improved behavioural change at family, household or community levels

Output 4.1

Increased understanding of 3,000 community members on women's rights, gender equality, discrimination and discriminatory practices

- Women rights issues discussed have to be provided by the client
- Were there community awareness events conducted in your area
- What were the women's rights issues raised and discussed during awareness meetings
- Were these awareness campaign meetings attended by men and women

Output 4.2

Maximised public profile of 20 successful women role models and their contribution to society

- 4.2.1 80% of people report understanding of role models' profiles in each of 4 project districts
 - What factors do people consider others to be role model in this area especially for women
 - Who are the role model women in this areas and the examples as to why they are regarded as role models
 - How are they associated with the WEEJT programme
 - How have they achieved the status of role model
 - Have you received any support from role model in your community
 - How do you rank that support (Effective, not effective, highly effective)
 - How the role model involved during project implementation
 - Are there radio programmes that have been aired out regarding the programme objectives
 - What were the issues that were included in the programmes
 - In which radio station were these programmes aired out
 - What is the favorite radio station that people in these areas listen
 - Are there any leaflets/posters produced under this programme
 - How were they distributed
 - How many of these leaflets were distributed
 - Are people in the respective areas aware on the programme campaigns
 - How many based on you estimation?

Appendix 4: Evaluation Matrix

Evaluation criteria	Key question(s)	Sub-question(s)	Indicator(s) data	Collection method(s)	Datasource	Assumptions
Relevance	To what extent did the WEEJT programme ensure alignment with national goals on gender equality and women's empowerment?	<p>Did the programme consultations with national counterparts in the formulation and implementation of the programme lead to integration of national priorities?</p> <p>To what extent have WEEJT Programme activities corresponded to the overall aims and policy objectives of the KWIECO?</p>	<ul style="list-style-type: none"> • Alignment with national plan on gender equality • Number of meetings with national counterparts Number of vulnerable women empowered, New enterprises formed, Scaled up of projects, Household income generated, Number of role models established, Number of women who have been helped to create awareness, Number of media and campaigns conducted 	<ul style="list-style-type: none"> • Document analysis • Monitoring records • Interviews 	<ul style="list-style-type: none"> • All key stakeholders • UN Women programme staff • KWIECO project team • Project implementation sites 	<p>Key informants will be able to provide information required , KWIECO project will avail all the necessary documents</p> <p>KWIECO project will be able to provide information required</p>

<p>Effectiveness</p>	<p>What is the progress towards results to which WEEJT has contributed?</p>	<p>How effective is the program in comparison with alternative interventions? What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?</p>	<ul style="list-style-type: none"> • Evidence of contribution to results as outlined in the programme/project plan and articulated in the theory of change • Evidence of effective consultation with key partners Number of vulnerable women empowered, New enterprises formed, Scaled up of projects, Household income generated, Number of role models established, Number of women who have been helped to create awareness, Number of media and campaigns conducted 	<ul style="list-style-type: none"> • Document analysis (annual and donor reports, etc.) • Monitoring records • Interviews • Survey • Case study 	<ul style="list-style-type: none"> • All key stakeholders • UN Women programme staff • KWIECO project team • Project implementation sites 	<ul style="list-style-type: none"> • Key informants will be able to provide information required , KWIECO project will avail all the necessary documents KWIECO project will be able to provide information required
<p>Efficiency</p>	<p>Did the WEEJT programme efficiently achieve its intended objectives?</p>	<p>Is the program achieving the planned outputs? Are the program's resources being used to achieve outputs of the desired quantity and quality? Could the use of the resources be improved? Is the implementation proving feasible? Is the program</p>	<p>Number of vulnerable women empowered, New enterprises formed, Scaled up of projects, Household income generated, Number of role models established, Number of women who have been</p>	<p>Analysis of routine project information of resources, processes and outputs Audits against standards Benchmarking against other like programs Case studies</p>	<ul style="list-style-type: none"> • All key stakeholders • UN Women programme staff • KWIECO project team • Project implementation sites 	<p>Key informants will be able to provide information required , KWIECO project will avail all the necessary documents KWIECO project will be able to provide information required</p>

		adequately resourced to enable the achievement of desired outcomes? Is the programme worth the resources it costs?	helped to create awareness, Number of media and campaigns conducted.	SWOT (strengths, weaknesses, opportunities and threats) analysis		
Programme Impact	What are the long-term programme impacts to the welfare of targeted population?	To what extent has your experience in WEEJT programme contributed to your knowledge, skills, and personal development in human rights? To what extent has your experience in WEEJT programme contributed to increased awareness of inequality and women's rights within the community? To what extent has the WEEJT programme contributed to reduced vulnerability of rural women? To what extent has the WEEJT programme contributed to sustaining sources of income within the programme areas? Does the program achieve the intended goal? Should this pilot program be scaled up? Should this large scale program be continued?	Number of vulnerable women empowered, New enterprises formed, Scaled up of projects, Household income generated, Number of role models established, Number of women who have been helped to create awareness, Number of media and campaigns conducted	Analysis of WEEJT programme documents, comments to open-ended questions, testimonials from interviews	<ul style="list-style-type: none"> • All key stakeholders • UN Women programme staff • KWIECO project team • Project implementation sites 	Key informants will be able to provide information required , KWIECO project will avail all the necessary documents KWIECO project will be able to provide information required

		<p>Can the changes in outcomes be explained by the program, or are they the result of some other factors occurring simultaneously?</p> <p>Do program impacts vary across different groups of intended beneficiaries (males, females, indigenous people), regions, and over time?</p> <p>Are there any unintended effects of the program, either positive or negative?</p>				
Programme Sustainability	Is the WEEJT programme able to sustain itself beyond the funding period?	Is there evidence that the WEEJT Programme is likely to grow – scaling up and out – beyond the project life?	<p>Number of vulnerable women empowered,</p> <p>New enterprises formed,</p> <p>Scaled up of projects,</p> <p>Household income generated,</p> <p>Number of role models established,</p> <p>Number of women who have been helped to create awareness,</p> <p>Number of media and campaigns conducted</p>	Observing behaviour, questioning informants, examining historical records	<ul style="list-style-type: none"> • All key stakeholders • UN Women programme staff • KWIECO project team • Project implementation sites 	Key informants will be able to provide information required , KWIECO project will avail all the necessary documents KWIECO project will be able to provide information required

Appendix 5: Total number of women from 50 groups

PEER SUPPORT GROUPS & NUMBER OF WOMEN ATTENDING					
S/N	Name of Support Group	Village	Ward	District	Number of members
1	Faidika	Mengwe Juu	Mengwe	Rombo	21
2	Tumaini	Ubetu	Ubetu kahe	Rombo	25
3	Mapambano	Shimbi Mashami	Shimbi	Rombo	20
4	Mkombozi	Shimbi Masho	Shimbi	Rombo	30
5	Ushirikiano	Shimbi Kati	Shimbi	Rombo	30
6	Mshikamano	Shimbi Mashariki	Shimbi	Rombo	25
7	Muaka	Kahe	Ubetu kahe	Rombo	25
8	Umoja ni Nguvu	Kahe	Ubetu kahe	Rombo	26
9	Amani	Ubetu	Ubetu kahe	Rombo	20
10	Tumaini	Mengwe juu	Mengwe	Rombo	25
11	Walezi	Ngaseni	Ubetu kahe	Rombo	24
12	Umoja Group	Ngare Nairobi	Ngare Nairobi	Siha	17
13	Agape	Namwai	Ngare Nairobi	Siha	26
14	Mwangaza	Namwai	Ngare Nairobi	Siha	26
15	Upendo	Mitimirefu	Ndumentu	Siha	21
16	Tumaini	Mitimirefu	Ndumentu	Siha	15
17	Tumaini	Roseline	Ndumentu	Siha	21
18	Safina	Nshererehe	Livishi	Siha	17
19	Upendo	Nshererehe	Livishi	Siha	28
20	Amani Group	Mese	Livishi	Siha	20
21	Amani	Samaki Maini	Livishi	Siha	22
22	Upendo	Mengwe chini	Mengwe	Rombo	22
23	Baraka	Mengwe chini	Mengwe	Rombo	30
24	Amani	Mengwe chini	Mengwe	Rombo	27
25	Tumaini	Mitimirefu(Kalimaji)	Ndumentu	Siha	16
26	Edeni	Mese	Livishi	Siha	22

27	Neema	Kirongwe	Kirongwe	Mwanga	22
28	Umoja	Mruma	Msangeni	Mwanga	21
29	Tushikamane	Mamba	Msangeni	Mwanga	19
30	Bahati	Msangeni	Msangeni	Mwanga	20
31	Muungano	Kiruru	Lembeni	Mwanga	20
32	Jitegemee	Mwero	Kirongwe	Mwanga	20
33	Azimio	Mbore	Lembeni	Mwanga	16
34	Ikunda	Maring'a	Mwika Kaskazini	Moshi rural	34
35	Akilimali	Mieresini B	Makuyuni	Moshi rural	30
36	Muungano	Kalimani	Makuyuni	Moshi rural	20
37	Navecha	Lotima	Makuyuni	Moshi rural	19
38	Amkeni	Maring'a	Mwika Kaskazini	Moshi rural	23
39	Azimio	Lole	Mwika Kaskazini	Moshi rural	25
40	Tupambane	Nganyeni	Mwika Kaskazini	Moshi rural	24
41	Juhudi	Kalimani	Makuyuni	Moshi rural	27
42	Umoja	Chemchem	Arusha Chini	Moshi rural	17
43	Songambebe	Shimbi Mashariki	Shimbi Mashariki	Rombo	25
44	Upendo	Mikocheni	Arusha Chini	Moshi rural	41
45	Furaha	Mikocheni	Arusha Chini	Moshi rural	20
46	Tuongane	Shimbi Mashariki	Shimbi	Rombo	25
47	Tumaini B	Ubetu	Ubetu kahe	Rombo	30
48	Upendo	Nshererehe	Livishi	Siha	28
49	Funguka	Nshererehe	Livishi	Siha	25
50	Lembeni women group	Lembeni	Lembeni	Mwanga	27
					1179

Womens' Group Formed by Project Groups. Indirect beneficiaries					
1	Inuka	Shimbi Mashariki	Shimbi	Rombo	30
2	Maendeleo	Shimbi Mashariki	Shimbi	Rombo	30
3	Jikomboe	Shimbi Mashariki	Shimbi	Rombo	30
4	Jiwezeshe	Shimbi Kati	Shimbi	Rombo	32
5	Kumekucha	Shimbi Kati	Shimbi	Rombo	40
6	Tunaweza	Shimbi Kati	Shimbi	Rombo	41
7	Tuinuane	Ubetu	Ubetu Kahe	Rombo	30
8	Imani	Shimbi Kati	Shimbi	Rombo	22
9	Amani	Shimbi Kati	Shimbi	Rombo	22
10	Hekima	Nshererehe	Livishi	Siha	30
11	Neema	Ubetu	Ubetu kahe	Rombo	28
12	Mvumwe	Mruma	Msangeni	Mwanga	25
13	Mshikamano	Ubetu	Ubetu kahe	Rombo	30
					390

Appendix 6: Term of Reference



TERMS OF REFERENCE FINAL PROGRAMME EVALUATION

Type of Contract: Consultancy

Based in: Tanzania

Consulting days: Maximum 20 days

Time period: 9th March to 26th April 2016

Application Deadline: 31/01/2016

1. Background

The multi-donor Fund for Gender Equality (FGE) of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. The Fund provides multi-year grants ranging from US \$200,000 – US \$1 million directly to women's organizations and governmental agencies in developing countries; it is dedicated to advancing the economic and political empowerment of women around the world. With generous support from the Governments of Spain, Norway, Mexico, the Netherlands, Germany and Switzerland, current grants stand to benefit nearly 18 million women, including by equipping them with leadership and financial skills, and by helping them secure decent jobs and social protection benefits.

The Fund provides grants on a competitive basis directly to government agencies and civil society organizations to transform legal commitments into tangible actions that have a positive impact on the lives of women and girls around the world. Its mandate seeks to further the Beijing Platform for Action, the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Security Council Resolutions 1325 and 1820, the Millennium Development Goals (MDGs), and regional agreements such as the Protocol on the Rights of Women in Africa and the Belen do Para, among others.

Across these grants, the Fund advances two major inter-related programme priority areas:

- Grants awarded for **women's economic empowerment** seek to substantially increase women's access to and control over economic decision-making, land, labour, livelihoods and other means of production and social protections, especially for women in situations of marginalization.

- Programmes focused on **women's political empowerment** aim to increase women's political participation and good governance to ensure that decision-making processes are participatory, responsive, equitable and inclusive, increasing women's leadership and influence over decision-making in all spheres of life, and transforming gender equality policies into concrete systems for implementation to advance gender justice.

Since its launch in 2009, the Fund has delivered grants totalling US \$56.5 million to 96 grantee programmes in 72 countries. Awarded programmes reflect a range of interventions in commitments to gender equality laws and policies and embody unique combinations of strategies, partnerships and target beneficiaries.

2. Description of the Intervention

The programme entitled “Women’s Economic Empowerment for Justice in Tanzania” is an

FGE-supported Implementation programme being undertaken in Tanzania. It officially commenced on 1st January 2013 and is scheduled for completion on 31st May 2016. Its overall budget is USD 450,000.

SITUATION ANALYSIS/COUNTRY CONTEXT

The project focuses on addressing vulnerable women’s basic needs to enable them to access their rights and hence direct relation to MDGs 1 and 3. The 2014 Tanzania Country Report on the MDGs considered that MDG1 targets for mainland Tanzania “partly achievable.” Despite average annual growth rates of 5.8% between 2000-2006, poverty reduction had been slow and uneven. In 2012, 28.2% of the population were below the national income poverty line and 9.7% were below the food poverty line – over 80% of these in rural areas. Report further states that, Female income levels were 50% lower than men’s and it is estimated that 60% of Tanzanian women live in poverty. The majority of these are dependent on subsistence agriculture, and crop and livestock products account for 75% of rural households’ cash income.

A baseline study conducted in April 2013 in the project area indicated that: 19.8% of marginalized women were illiterate; 67.5% were single mothers (widows, separated and single); 91.7% were taking care of school going children; 16% were taking care of dependants with disabilities or permanent illnesses; 72.9% had monthly income of less than TZS 30,000/= i.e. earning less than 1US\$ a day; 95.9% considered their income insufficient to sustain their daily needs; 21.9% could not afford 3 meals a day; 22.1% considered that their rights had been violated; 33.3% of women whose rights were violated did not report to existing structures; 50% of the duty bearers believed that more than 50% of legal cases involving women went unreported due to prohibitive costs and bureaucracy in the system; 50% of women who are

involved in decision making at family level perceived full involvement in decision making and only 7.8% of vulnerable women owned savings accounts with financial institutions.

Agriculture contributes more than 25% of GDP and employs up to 80% of the labour force, the majority of these being women. Growth in the agriculture sector and the rural economy generally is central to Tanzania’s overall growth performance and in reducing poverty (*Agriculture*

Sector Review and Public Expenditure Review 2008/09, Special Country Report 2014)

Traditional practices deny women access to information, opportunities and resources that promote social and economic empowerment. Girls are less likely to be educated or leave school early as domestic duties, inability to afford fees, early marriages or pregnancies take their toll. Lower levels of education and lack of information directly impact on self-esteem and household contributions go unrecognised, leading to limited participation in family, household and community decision making. Negative community attitudes mean widows and abandoned women are unable to claim ownership of property, assets or resources, and are vulnerable to gender based violence, abuse and neglect. Isolated, lacking information and self-esteem, many women are unaware of their rights or afraid to assert these. Those who do have the courage to seek justice are often unable to afford time off from earning a living and travel costs to attend cases that can last years. Impoverished by limited income and information in an unsympathetic environment, rural women in Kilimanjaro remain isolated and

vulnerable.

The project was developed following KWIECO's findings that many vulnerable women were unable to afford costs of seeking justice, and basic needs of women being inextricably linked with enabling women to access their rights. It is being implemented in 12 wards in four districts of Kilimanjaro region: Moshi Rural, Siha, Rombo and Mwangi. It is expected to have changed both women's economic and social wellbeing; and challenge the lack of understanding which underpins the unequal power within households, communities and service providers.

This programme's Goal, together with respective indicators and end of project targets is;

Rural women marginalised by abuse of rights, absolute poverty and inequality from four of seven districts of Kilimanjaro region in Tanzania empowered to access their social economic rights and resources by the end of the project

- 75% of women in targeted districts earning less than USD1 a day (Baseline figure 79%)
- 20% of women in targeted districts considering their rights have been violated (Baseline figure 33%)
- 20% of women in targeted districts securing justice after rights violation (baseline figure 10%)

The programme outcomes and outputs, together with respective indicators and end of project targets are as follows:

Outcome 1: Vulnerable women obtain increased, secure and sustainable sources of income through enterprise with which they can support their families and have equal access to, and control of, household resources

- 1.1 800 women with incomes increased as a result of the project, the source of which is perceived as sustainable and secure
- 1.2 900 families with increased access to food, school and/or medical care due to increased incomes
- 1.3 800 women who perceive improved control over decision-making regarding household resources

Output 1.1

Improved access to market information by 1,000 vulnerable women who demand specific skills to enable them to make informed choices as to their means of livelihood

- 1.1.1 1,000 women demanding skills to select livelihood
- 1.1.2 1,000 women accessing market information as a result
- 1.1.3 1,000 women making informed choices on their source of livelihood

Output 1.2

Improved capacity of 1,000 vulnerable women to establish and manage business/enterprises

- 1.2.1 1,000 women with improved capacity to establish and manage enterprises
- 1.2.2 100 women obtain a sustainable income for the first time

-
- 1.2.3 250 women establishing new businesses
1.2.4 650 women scaling up existing businesses

Output 1.3

1,000 vulnerable women will obtain sources of capital and tools to establish and/or scale up businesses/enterprises as result of group savings and loan schemes

- 1.3.1 1,000 women obtaining capital/tools
1.3.2 1,000 women establishing and/or scaling up enterprises as a result of obtaining capital/tools and group saving and loan schemes
1.3.3 1,000 women involved in group savings and loan schemes as a result of the project

Outcome 2: Legal, paralegal and socio-economic services and support appropriate to the needs of vulnerable women to address rights abuse are available and in use

- 2.1 1,000 women trained in rights and laws, and procedures to follow in cases of rights violation

-
- 2.2 200 women receiving legal support from KWIECO
 - 2.3 250 duty bearers implementing improved support for marginalised women, e.g. using simple language; not charging prohibitive costs in following up cases; making judgements in favour of women
 - 2.4 3,000 women receiving improved services to address rights violations, e.g. supported to understand language and procedures of the justice system; linked with health, business, disability and education services; costs are not a limiting factor in securing justice

Output 2.1

Increased capacity of vulnerable women to understand local legal processes and claim their rights through judicial systems and processes demonstrated by 200 women

- 2.1.1 1,000 women trained on human rights and laws relating to gender equality, marriage and succession, and procedures to follow in cases of violation
- 2.1.2 200 women counselled in legal context and processes by Project Legal Officer
- 2.1.3 50 women represented in court of law by KWIECO advocates

Output 2.2

Improved skills, knowledge and capacity of 250 duty bearers on their roles and responsibilities in terms of legal processes, and women's rights and entitlements related to marriage, property and succession guaranteed by judicial systems and processes

- 2.2.1 250 (and type of) duty bearers trained and mentored in rights and laws relating to equality, marriage and succession
- 2.2.2 250 (and type of) duty bearers implementing their training and improving the support to marginalised women

Output 2.3

Increased responsiveness of service providers to the needs of 3,000 marginalised rural women from four districts

- 2.3.1 3,000 women receiving improved services to address rights violations

Outcome 3: Reduced vulnerability of 1,000 rural women as a result of their participation in peer support groups of vulnerable women with similar problems and interests

- 3.1 1,000 women report strengthened capacity to navigate social barriers
- 3.2 1,000 women perceiving benefits as a result of their participation in peer groups
- 3.3 50 peer support groups established

Output 3.1

Vulnerable women form peer support groups that provide collective moral, practical and financial support, and have the capacity to demand and secure equal access to economic resources, other social and economic services and opportunities such as health, education and well-being of their children

3.1.1 1,000 vulnerable women participating in peer support groups

3.1.2 50 groups with effective management of group finances and human resources, and responding to and meeting the needs of their members

Output 3.2

1,000 vulnerable women will understand barriers to social inclusion and acquire group management skills, and apply these in group membership and management

3.2.1 1,000 women reporting and demonstrating understanding of barriers to social inclusion

3.2.2 1,000 women reporting and demonstrating understanding and skills in group functioning and management

3.2.3 50 groups with effective management

Output 3.3

Improved capacity of 200 group leaders from 50 peer support groups to manage group finances and human resources

3.3.1 200 group leaders trained and mentored in the management of group finances and human resources

3.3.2 50 groups with effective management of group finances and human resources

Outcome 4: Increased community awareness of inequality and women's rights will result to positive behavioural change that will enable women's participation in social and economic activities

4.1 3,000 people participating in awareness activities

4.2 20 role models promoting experiences and gender rights

4.3 20% increase in the number of people with awareness of rights violation issues influenced by mass media campaigns

4.4 900 women reporting improved behavioural change at family, household or community

levels

Output 4.1

Increased understanding of 3,000 community members on women's rights, gender equality, discrimination and discriminatory practices

4.1.1 100 women's rights issues raised and discussed in the community forums as a result of project activities

4.1.2 3,000 people (disaggregated by gender) attending and 500 contributing positively on women's rights in the community forums as result of project activities

4.1.3 100 case studies documented reflecting positive changes in behaviour and practices towards women at family and community level

Output 4.2

Maximised public profile of 20 successful women role models and their contribution to society

4.2.1 80% of people report understanding of role models' profiles in each of 4 project districts

4.2.2 60% of marginalised women report attitude and/or behavioural change, perceived to be a result of influence/role model mentoring

Output 4.3

Increased awareness on women's rights of 40,000 community members through direct and indirect mass media campaigns

4.3.1 40,000 people reached through radio campaigns on relevant issues

4.3.2 3,000 leaflets distributed and posters displayed

4.3.3 10% increase in awareness following random sampling

The programme is being implemented by Kilimanjaro Women Information Exchange and Consultancy Organisation (KWIECO) in close cooperation with APT Action on Poverty.

The management Structure of the Lead Organization (and Co-Lead- if applicable) consists of;
KWIECO Managing Director: Provides strategic direction for the organization and project and reports to KWIECO's board of directors.

Project Coordinator: responsible for ensuring that project activities are implemented as per project proposal and is also responsible for monitoring project progress and reporting **Enterprise Development Officer:** Responsible for managing livelihood trainings and support for marginalised women and facilitates linkage of women's products with markets.

Legal Officer: Responsible for delivering rights training to women and duty bearers and support the access to justice by women through legal counselling and litigation.

Data and Logistics Officer: Responsible for monitoring of project progress.

Project Accountant: Responsible for managing financial transactions and procurement functions for the project

APT: Offers technical support to the project team on the management of the enterprise development together with monitoring of progress.

3. Purpose and Use of the Evaluation

FGE was established as a bold investment in women's rights, testing a more focused and better-resourced modality for catalysing and sustaining gender equality and efforts. Its founding Programme Document sets forth its mandate to track, assess, and widely share the lessons learned from this pioneering grant programme and to contribute to global know-how

in the field of gender equality. Undertaking Strategic Final Evaluations of programmes are a vital piece of this mandate. The main purposes of a final evaluation are the following:

Accountability:

- Provide credible and reliable judgements on the programmes' results, including in the areas of programme design, implementation, impact on beneficiaries and partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including FGE donors, UN Women, women's rights and gender equality organizations, government agencies, peer multi-lateral agencies, and other actors.

Learning:

- Identify novel/unique approaches to catalyse processes toward the development of gender equality commitments.
- Identify particular approaches and methodologies that are effective in meaningfully and tangibly advancing women's economic and political empowerment.

Improved evidence-based decision making:

- Identify lessons learned from the experience of grantees in order to influence policy and practice at national, regional and global levels.
- Inform and strengthen UN Women's planning and programming by providing evidence-based knowledge on what works, why and in what context.

Final evaluations are summative exercises that are oriented to gather data and information to measure the extent to which development results have been attained. However, the utility of the evaluation process and products should go far beyond what was said by programme stakeholders during the field visit or what the evaluation team wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc.) is the ideal opportunity to set an agenda for the future of the programme or some of their components (sustainability) through a Management Response. It is also an excellent platform to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled-up at the country and international level.

The evaluator will provide inputs for the Reference Group (*see section 7 for more information*) to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at local, national or/and international level.

4. Scope and Objectives of the Evaluation

The unit of analysis or object of study for this evaluation is the programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the programme document and in associated modifications made during implementation. The geographic area of intervention evaluated is Mwika-Kaskazini, Arusha Chini, and Makuyuni wards of Moshi Rural District, Msangeni, Kirongwe and Lembeni wards of Mwanga District, Mengwe, Shimbi and Ubetu-kahe wards of Rombo

District and Livishi, Ngarenairobi, and Mitimirefu wards of Siha District, Kilimanjaro region.

The **timeframe** of the evaluation will cover from the period of conceptualization and design to the moment when the evaluation is taking place.

The evaluation will assess:

1. To what extent the programme has contributed to solve the needs and problems identified in the design phase.
2. To what extent the programme was efficiently implemented and delivered quality outputs and outcomes, against what was originally planned or subsequently officially revised.
3. To what extent the programme has attained development results to the targeted population, beneficiaries, participants -whether individuals, communities, institutions, etc.-, therefore improving the economic empowerment of women in Kilimanjaro Region of Tanzania.

5. Evaluation Criteria, Questions and Methodological Approach

Following the UN Women Evaluation Policy and United Nations Evaluation Group guidelines, evaluations are often organized around the standard OECD evaluation criteria, which are relevance, effectiveness, efficiency, impact and sustainability of the programmes. Each evaluation must integrate gender and human-rights perspectives throughout each of these areas of analysis and within its methodology. This is particularly important to understand and assess programmes addressing complex, intersectional issues in women's rights.

The evaluation should be answering the following questions:

Relevance:

- Are the programme outcomes addressing identified rights and needs of the target group(s) in national and regional contexts? How much does the programme contribute to shaping women's rights priorities?

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- Do the activities address the problems identified?
 - Is the programme design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?

Effectiveness:

- To what extent is the programme design coherent with UN Women strategic plan and its priorities?
- What has been the progress made towards achievement of the expected goal, outcomes, outputs, indicators and targets? What are the results achieved?
- Were there any unexpected results /unintended effects (negative or positive)?
- What are the key contributing factors in the achievement or non-achievement of programme outcomes?
- To what extent are the intended beneficiaries participating in and benefitting from the project?
- Does the programme have effective monitoring mechanisms in place to measure progress towards results?
- To what extent have the objectives been achieved, and do the intended and unintended benefits meet the needs of disadvantaged women?
- To what extent have capacities of duty-bearers and rights-holders have been strengthened as a result of the programme?
- Identify key learning points and make recommendations for future operations of this and similar programmes

Efficiency:

- Is the programme cost-effective, i.e. could the outcomes and expected results have been achieved at lower cost through adopting a different approach and/or using alternative delivery mechanisms?
- Have the outputs been delivered in a timely manner?
- Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?
- How does the programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?

Sustainability:

- What is the likelihood that the benefits from the programme will be maintained for a reasonably long period of time if the programme were to cease?
- What operational capacity of grantees, also known as capacity resources, such as technology, finance, and staffing, has been strengthened?

Impact:

-
- What are the intended and unintended, positive and negative, long term effects of the programme?
 - What are the positive and negative changes produced directly or indirectly by the programme on the opportunities of different groups of women, and on the socioeconomic conditions of their localities? Including individual programme beneficiaries, their households, and their communities
 - To what extent can the identified changes be attributed to the programme?
 - What is the evidence that the programme enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?
 - To which extent efforts have been successful to stop harmful and discriminatory practices against women?

The evaluation will use methods and techniques as determined by the specific needs of information, the availability of resources and the priorities of stakeholders¹. The consultant is expected to identify and utilize a wide range of information sources for data collection (documents, filed information, institutional information systems, financial records, monitoring reports, past evaluations) and key informants (beneficiaries, staff, funders, experts, government officials and community groups).

The consultant is also expected to analyse all relevant information sources and use interview and focus group discussions as means to collect relevant data for the evaluation, using a **mixed-method approach** that can capture qualitative and quantitative dimensions. The methodology and techniques (such as a case study, sample survey, etc.) to be used in the evaluation should be described in detail in the inception report and in the final evaluation report and should be linked to each of the evaluation questions in the Evaluation Matrix. When applicable, a reference should be made regarding the criteria used to select the geographic areas of intervention that will be visited during the country mission.

The methods used should ensure the **involvement of the main stakeholders** of the programme. Rights holders and duty bearers should be involved in meetings, focus group discussions and consultations where they would take part actively in providing in-depth information about how the programme was implemented, what has been changed in their status and how the programme helped bring changes in their livelihoods. The evaluator will develop specific questionnaires pertinent to specific group of stakeholders and their needs and capacities (for example, illiteracy needs to be factored in, or language barriers). When

¹ For guidance on methods and how to incorporate a human rights and gender equality perspective please check http://www.unifem.org/evaluation_manual/wp-content/uploads/2010/02/Evaluation-Methods-for-GE-HR-Responsive-Evaluation.pdf

appropriate, audio-visual techniques could be used to capture the different perspectives of the population involved and to illustrate the findings of the evaluation.

6. Management of the Evaluation

The consultant will be under contract with KWIECO who will manage the evaluation. KWIECO will be responsible for selecting the evaluator(s) through applying a fair, transparent, and competitive process² and for ensuring that the evaluation process is conducted as stipulated, promoting and leading the evaluation design, coordinating and monitoring progress.

The evaluation consultant will be responsible for his/her own office space, administrative and secretarial support, telecommunications, and printing of documentation. The evaluation consultant will be also responsible for the implementation of all methodological tools such as surveys and questionnaires.

² The Grantee will need to keep the Reference Group apprised of the methodology used to select the evaluator(s) and keep all documentation on file for reference (publication/dissemination of TOR, CV's/proposal received, minutes of meetings on decision to choose evaluator(s), etc.)

7. Reference Group and Stakeholder Participation

A Reference Group (RG) is meant to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings. It includes members from the programme organization (Lead and Co-lead organizations), relevant government and CSO stakeholders, UN Women Country Office and/or Regional Office and FGE Secretariat.

The role of the evaluation Reference Group will extend to all phases of the evaluation, including:

- Identifying information needs, customizing objectives and evaluation questions and delimiting the scope of the evaluation (TOR).
- Facilitating the participation of those involved in the evaluation design.
- Providing input on the evaluation planning documents.
- Facilitating the consultant's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods.
- Monitoring the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention.
- Developing and implementing a management response according to the evaluation's recommendations.
- Disseminating the results of the evaluation, especially among the organizations and entities

within their interest group.

Please see **annex 1**, the Reference Group members.

8. Evaluation Deliverables

The consultant is responsible for submitting the following deliverables:

Deliverable	Description	Date Due	Payment Schedule
Inception Report	<p>This report will be completed after initial desk review of program documents. It will be maximum 7 pages in length and will include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduction <input type="checkbox"/> Background to the evaluation: objectives and overall approach <input type="checkbox"/> Identification of evaluation scope <input type="checkbox"/> Main substantive and financial achievements of the programme <input type="checkbox"/> Description of evaluation methodology/methodological approach (including considerations for rights-based methodologies), data collection tools, data analysis methods, key informants, an Evaluation Questions Matrix, Work Plan and deliverables <input type="checkbox"/> Criteria to define the mission agenda, including “field visits” <p>This report will be used as an initial point of agreement and understanding between the consultant and the evaluation manager and Reference Group.</p>	17/03/2016	20%
PowerPoint presentation of preliminary findings to RG	<p>It will be presented after field work is completed.</p>	11/04/2016	30%
Final Evaluation Report:	<p>It will be maximum 30 pages in length and will include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cover Page <input type="checkbox"/> Executive summary (maximum 2 pages) <input type="checkbox"/> Programme description <input type="checkbox"/> Evaluation purpose and intended audience 	<p>Initial draft: 16/04/2016</p> <p>Final approval: 25/04/2016.</p>	<p>50% paid after final validation by Reference Group</p>

	<input type="checkbox"/> Evaluation methodology (including constraints		
	<p>and limitations on the study conducted)</p> <input type="checkbox"/> Evaluation criteria and questions		
	<input type="checkbox"/> Findings and Analysis <input type="checkbox"/> Conclusions		
	<input type="checkbox"/> Recommendations (prioritized, structured and clear) <input type="checkbox"/> Lessons Learnt		
	<input type="checkbox"/> Annexes, including interview list (without identifying names for the sake of confidentiality/anonymity) data collection instruments, key documents consulted, TOR, RG members, etc.		
	<p>An executive summary will include a brief description of the programme, its context and current situation, the purpose of the evaluation, its intended audience, its methodology and its main findings, conclusions and recommendations. The Executive Summary should “stand alone” and will be translated to ensure access by all stakeholders if needed.</p> <p>A draft final report will be shared with the evaluation RG for final validation.</p>		

9. Evaluation Report Quality Standards (extract from United Nations Evaluation Group (UNEG) standards)³

The following UNEG standards⁴ should be taken into account when writing all evaluation reports:

- The **final report should be logically structured, containing evidence-based findings,** conclusions, lessons and recommendations and should be free of information that is not relevant to the overall analysis (S-3.16).
- A reader of an evaluation report must be able to understand:** the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled. (S-3.16)

³You may also find useful guidance on aspects to take into account in order to ensure a quality evaluation report at the MDG Achievement Fund website.

⁴See UNEG Guidance Document “Standards for Evaluation in the UN System”, UNEG/FN/Standards (2005).

- In all cases, evaluators should strive to **present results as clearly and simply as possible** so that clients and other stakeholders can easily understand the evaluation process and results. (S-3.16)
- **The level of participation of stakeholders in the evaluation** should be described, including the rationale for selecting that particular level. (S-4.10)
- **The programme being evaluated should be clearly described** (as short as possible while ensuring that all pertinent information is provided). It should include the purpose, logic model, expected results chain and intended impact, its implementation strategy and key assumptions. Additional important elements include: the importance, scope and scale of the programme; a description of the recipients/ intended beneficiaries and stakeholders; and budget figures. (S-4.3)
- The **role and contributions of the UN organizations and other stakeholders** to the programme being evaluated should be clearly described (who is involved, roles and contributions, participation, leadership). (S-4.4)
- **In presenting the findings, inputs, outputs, and outcomes/ impacts should be measured to the extent possible (or an appropriate rationale given as to why not)**. The report should make a logical distinction in the **findings, showing the progression from implementation to results with an appropriate measurement** (use benchmarks when available) and analysis of the results chain (and unintended effects), or a rationale as to why an analysis of results was not provided. Findings regarding inputs for the completion of activities or process achievements should be distinguished clearly from outputs, outcomes. (S-4.12)
- Additionally, reports should **not segregate findings by data source**. (S-4.12)
- **Conclusions need to be substantiated by findings** consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. (S-4.15)
- **Recommendations should be firmly based on evidence and analysis**, be relevant and realistic, with priorities for action made clear. (S-4.16)
- **Lessons, when presented, should be generalized beyond the immediate subject being evaluated** to indicate what wider relevance they might have. (S-4.17)

10. Required Skills

Education:

- A Masters or higher level degree in International Development or a similar field related to political and economic development, etc.

Work Experience:

- A minimum of 5 years' relevant experience undertaking evaluations is required.
- Substantive experience in evaluating similar development projects related to local development and political and economic empowerment of women.

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- Substantive experience in evaluating projects with a strong gender focus is preferred.
 - Experience working in Tanzania is required.

 - Experience working on gender, added value of expertise in undertaking gender-sensitive evaluations.

Language
Requirements:

- Excellent English and Kiswahili writing and communication skills are required.

11. Proposal

The consultant(s) is required to submit a proposal of maximum 3 pages, which must include the following items:

- Summary of consultant experience and background.
- List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.
- Brief summary of the proposed methodology for the evaluation, including the involvement of the Reference Group and other stakeholders during each step.
- Proposed process for disseminating the results of the evaluation.

The following items should be included as attachments (not included in the page limit):

- Detailed work plan.
- CV for consultant (and other team members if applicable).
- At least **three sample reports** from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (*highly recommended*).
- Detailed budget.

The budget must include all costs related to the following items:

- The consultant's time, and the time of any other team members. The day rate(s) should be clearly specified.
- Transport costs, accommodation costs and per diems for the consultant and any other team members to travel to/from and within Tanzania.
- Communication costs, office costs, supplies and other materials.

The organisation commissioning this evaluation (KWIECO) has budgeted for the following items:

- Participation of beneficiaries in evaluation activities (e.g. transport and refreshment costs for focus group discussions).
- Participation of the Reference Group in evaluation activities (e.g. meeting costs).
- Translation costs of the full report and/or executive summary when this would facilitate dissemination among targeted population).

- Dissemination of the results of the evaluation to stakeholders on the basis of the evaluator’s proposal and in agreement with the Reference Group.

12. Ethical Code of Conduct⁵:

The evaluation of the programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the manager of the evaluation. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

Proposals should be emailed to kwieco@kwieco.org by midnight 31th January 2016 (East African Time: GMT+3)

⁵ Please review <http://www.unevaluation.org/ethicalguidelines>
Appendix 12: Reference Group Members.

TITLE	LOCATION	STATUS (CONFIRMED/ NOT CONFIRMED)
KWIECO Managing Director	Moshi	Confirmed

Project Staff	Moshi	Confirmed
UN Women Tanzania Focal Point	Dar es Salaam	Confirmed
FGE Monitoring & Reporting Specialist	Dakar Senegal	Confirmed
Key governmental counterpart (Community development officials)	Mwanga, Rombo, Moshi rural and Siha districts.	Confirmed
UN Women Tanzania Programme Coordinator – Women’s Economic Empowerment	Dar es Salaam	Confirmed
UN Women Regional Evaluation Expert	Nairobi	TBC

Literature consulted

KWIECO, 2013. Baseline survey report

KWIECO, 2013. WEEJT Project Document

KWIECO, 2014. Internal Review

Bi-annual Grant Programme Monitoring and Narrative Reports