

**THE RAPID FUNDING ENVELOPE for HIV/AIDS
MATUMAIN MAPYA**

HIV/AIDS EFFECTS MITIGATION PROJECT (HAEMP)

END TERM EVALUATION REPORT 2013

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1.0 INTRODUCTION

1.1 Project Description

The HAEMP is a follow-up of the RFE Round 7 funded project whereby Matumaini Mapya has replicated and scaled up its operations into Missenyi district and reached more HIV/AIDS affected widows and caregivers. The project aimed to raise legal literacy on inheritance and possession of family properties of HIV/AIDS infected and affected widows and caregivers, and empower the same economically so as to enhance their ability to engage in income-earning businesses. The Project also aimed at providing direct support for education to HIV/AIDS affected OVC/MVC and raise community awareness on the problems facing orphans and vulnerable children so as to get its support in caring for the same.

1.2 Geographical location

The project is being implemented in fourteen wards in Bukoba municipality with a population of 128,796, twenty-four wards of Bukoba rural district with a population of 289,697, and seventeen wards of Missenyi district with a population of 202,026 people according to the Census report 2012.

1.3 Target population

The project targeted to assist 200 HIV/AIDS affected women who, as a result of death of their husbands, face many social problems, including: denied inheritance and possession of family property; dispossession of family property by close relatives of the deceased; lack of knowledge and capital to engage in income - earning businesses; and lack of resources to take their children to school. As a consequence, women engage in immoral practices (trading sex, risky exposure to HIV/AIDS).

The project also targeted to offer direct educational support to 150 HIV/AIDS affected orphans and most vulnerable children (OVC/MVC). Orphaned youth of school going age are supported to attend short courses (six to twelve months) in vocational training in various disciplines.

HAEMP is targeted to raise HIV/AIDS knowledge and awareness among community leaders in Missenyi district whereby at least fifty members are being actively involved in sensitization campaigns. A sizeable number of 350,000 community members in Bukoba Municipality, Bukoba rural and Missenyi districts councils were being reached via radio programs, posters, brochures, leaflets, flyers, calendars bearing information on HIV/AIDS knowledge on prevention of new infections, on care and support to those infected and affected people and on mitigation of HIV/AIDS effects to orphans, widows and caregivers in the project areas and beyond.

1.4 The HIV/AIDS status in the project area

The national HIV/AIDS prevalence among the sexually active populations (between 15 and 49 years of age) is reported to be 5.1 %, [third Tanzania HIV and Malaria Indicator Survey (THMIS III, 2011 - 2012)], that of Bukoba Municipality is high, around 7.1%. Prevalence figures in Bukoba rural and Missenyi districts are a bit lower than those of Bukoba municipality because most of the people coming in the municipality are tested there for convenience. Nationally, as well as regionally, the HIV prevalence is higher among women than among men. HIV prevalence is higher in urban areas for both women and men than in rural areas.

1.5 Priority areas included under HAEMP

The project activities are grouped in three priority areas, namely:

i. Prevention

Preventing HIV transmission is an essential part of addressing the regional and national HIV/AIDS epidemic. HAEMP engage a holistic prevention approach, where HIV prevention is not a single intervention, e.g., distributing condoms, but the implementation of many different HIV prevention interventions including empowering the target group with knowledge on behavioural factors that facilitate HIV transmission, as well as their underlying socio-cultural, socio-economic and other structural factors that influence them

and skills to dialogue about sex, gender and also to enhance adoption of attitudes and practices that protect against HIV infection.

HAEMP is being implemented in areas where the harmful social norms and practices that increase the vulnerability of women and girls are still present which include limited women's access to HIV/AIDS information; limited women's control over their sexual lives, leaving them vulnerable to sexual violence and abuse and putting them at increased risk of HIV transmission; and women are deprived of economic resources and legal rights necessary to protect themselves and the children from new HIV/AIDS infection.

ii. Care and support

With the implementation of HAEMP the greater community is made aware of and encouraged to respond to the needs of identified children. In particular, the district authorities are encouraged to commit greater financial and human resources to meeting the needs of the most vulnerable children, and they are also urged to improve the coordination of different sectors' responses to children's needs.

Although school fees have been abolished in primary schools, still there are mandatory fees that a student is required to pay when joining secondary and vocational training schools. Other obstacles to enrolment include the cost of uniforms and other materials, e.g. tool boxes, mathematical sets and the like. Matumaini Mapya, through HAEMP is working together with, communities and caregivers, to ameliorate these problems.

Uniforms and exercise books have been purchased for children, and in some cases fees have been paid for them so that children can attend schools. By learning a vocation, a child has the opportunity for productive employment. Vocational training includes carpentry, tailoring, mechanics, masonry, computer use and driving apprenticeships designed to build skills other than farming.

Interviews with the heads of schools revealed that successful approaches involve

flexibility of schedules and timing, integrated literacy training, provision of start-up tools once the training is complete, and entrepreneurial skill-building.

Matumaini Mapya upholds that children's access to education is not only determined by their ability to purchase school uniforms and materials, but is also affected by such factors as health, hunger and lack of shelter. HAEMP has been urging communities to improve nutrition and health care for children identified as most vulnerable, and have assisted in the construction and repair of houses.

iii. Impact mitigation

Within the HAEMP areas, HIV/AIDS epidemic has affected people in several ways. Women have been bearing the heavy burden of coping with situations as they come, mostly as caregivers, income earners and housekeepers. During sickness periods of their husbands, precious family assets such as bicycles, livestock and land parcels are sold to realize money to pay for costs of treatment and necessities. Children face most of the trauma and hardships as a result of losing their parents. They lose their childhood in a sense that they are required to labour much to generate income to maintain their households. Some children become heads of households. They are forced out of school, mostly girls, due to lack of school fees, uniforms and also due to consistent absenteeism. When parents are sick or dead, it becomes very difficult for children to access adequate nutrition necessary for a healthy development of their bodies and brains which indeed affect their eventual success in their lives. They lack basic health care, good housing and clothing. Most of the children, the orphans, are raised by their extended family members, the caregivers, foster parents, grandparents, and others are raised in child-headed households. There are serious problems of inheritance as families disintegrate and economic hardships prevail. Appendix 7 illustrates the HIV effects relationships. For the caregivers, taking care of the sick and the orphans imposes demands on their physical, mental and general health conditions because they are required to give extra provisions beyond their usual capabilities to cater for their own families.

As for the aged, the HIV/AIDS impacts are awesome considering their age. They face the burden of providing financial, emotional and psychological support at a time when they should have expected to receive most of the support from their sons and daughters as their energy levels drop with age.

The HAEMP intervention provides avenues for coping strategies for widows and caregivers by complementing their small income generation businesses to restore their used up/sold assets; by asking the wider community members to assume their traditional responsibility of taking care of the orphans through provision of moral, material and financial support.

As it would be discussed in relevant sections, the inter-relationships of effects and impacts of HIV/AIDS pose challenges when choosing which of the effects to deal with in a given intervention like HAEMP. When HIV infection enters in a family it sets in motion a train of events that are interlinked in a vicious circle for which the point of entry would depend on so many considerations including location, tradition, social and economic factors.

1.6 Project objectives

The main objectives of the HAEMP were:

1. To raise awareness of community members and leaders about HIV/AIDS and problems faced by orphans and most vulnerable children in their endeavor to pursue education;
2. Provide direct support for education to 150 HIV/AIDS affected school orphans and most vulnerable children;
3. Monitor organization programs-funded activities and evaluate the same before and after their closing out;
4. Raise legal literacy of 200 HIV/AIDS infected and affected widows and caregivers and empower the same economically so as to help them fend for themselves and

hence reduce their economic dependence on men along with reduction in possibilities of engaging in immoral practices like trading sex.

1.7 Specific objectives

The specific objectives of HAEMP included:

- i. To pay school fees and provide school materials to 150 HIV/AIDS affected OVC/MVC by 31st July, 2012;
- ii. To train 200 widows and caregivers on inheritance laws and by-laws, business skills and offer the same small grants by 31st May, 2012;
- iii. To sensitize 350,000 members of community on HIV/AIDS pandemic, widows' and orphans' rights by 31st September, 2012;
- iv. To educate 50 community leaders on the problems faced by school OVC/MVC by 31st August, 2012;
- v. To conduct routine monitoring of project activities as well as project final evaluation by 30th September, 2012;
- vi. To participate in the 2012 World AIDS day event by exhibiting Organization's HIV/AIDS activities and give gifts to 45 HIV/AIDS affected OVC/MVC and 45 PLWHA.

1.8 Strategies towards implementation of the HAEMP

- i. Prepare for project take-off.
- ii. Raise legal literacy of 200 HIV/AIDS affected widows and caregivers on inheritance and ownership of family property.
- iii. Increase capacity of 200 HIV/AIDS infected and affected widows and caregivers to engage in income earning businesses.
- iv. Raise community awareness on HIV/AIDS pandemic, widows' and orphans' rights.

- v. Provide direct support for education to 150 HIV/AIDS affected OVC/MVC
- vi. Monitor project funded IGA enterprises and evaluate the performance of those enterprises.
- vii. Participate in the 2012 World AIDS day event.
- viii. Ensure project management activities are attended and their costs met

1.9 The purpose of End term Evaluation

In keeping with the Terms of References (Appendix 1) the End term Evaluation aimed to; a) review existing project documents and reports to assess project implementation, its outputs and outcomes; b) determine the relevance, effectiveness and impact (intended and un-intended) of project interventions; c) analyze and document key lessons learnt, best practices that can influence future designs and means to sustain HAEMP benefits; and measure the extent to which HAEMP has contributed the overall donors' objectives.

1.10 Methodology and Approach

The approach adopted by the evaluation team was holistic and participatory involving the project management, staff, the Board members, local government leadership, the beneficiaries and other key stakeholders including the donor. A combination of data collection methods and techniques were used. The methodology included the use of four techniques – questionnaires (guided and self-administered) focus group discussions, key informant interviews and physical observations. Discussions were held with various

Local Government officials, collaborating NGOs, and representatives of beneficiaries at different levels while attention was accorded to gender perspectives. Emails were exchanged with a representative of the financiers. Individual and focus group discussions with both beneficiaries and non beneficiaries) were conducted with the use of a checklist of questions and other relevant tools. Appendix 2 is a list of people interviewed. In addition, the team carried out physical inspection of facilities at business locations of

target groups to verify their existence and document any improvements as a result of HAEMP activities. Appendix 3 shows the participation of interviewees in HAEMP activities.

2.0 PROJECT IMPLEMENTATION AND ACHIEVEMENTS

Tracking performance in this End Term Evaluation exercise was based on each strategy so as to give a “snapshot” on individual activities, the target group involved, the outputs expected out of their engagement in those activities and the timeframe. To gauge performance, actual outputs were compared to the planned activities.

2.1 Project Launching

Interviews with the leadership for the two participating district councils and Bukoba Municipal council revealed that HAEMP was well introduced by Matumaini Mapya whereby the Councilors and government officials in Community Development and Health departments were invited to launch the project in their areas of jurisdiction.

Selection of the target group, the orphans, widows and caregivers was done at community level by Village and “Mitaa” leadership. Matumaini Mapya’s approach for establishing the Most Vulnerable Child hinged on the community to identify children with the greatest needs, and then sought to ensure that these OVC/MVCs are assisted through community-based support and care. Several avenues were used including village community meetings, consultations with vocational centers’ principals, religious gatherings, and “mitaa”/Ward Development Committees which set criteria to identify the neediest children.

2.2 Strategy One: Prepare for project take-off

As stated earlier, this strategy involved recruitment of project staff; conducting an orientation meeting with staff to bring everybody on board in terms of consolidating individual work plans and chart out Terms of References; liaison with stakeholders, and

the leaders in the area within which the project was implemented. Table 1 gives details of the planned activities and actual performance for strategy one.

From the table, recruitment of staff was done as planned and in time. Three people were recruited including the Project Manager, Finance Manager and M&E Officer. An orientation meeting was conducted and attended by the old Matumaini Mapya personnel and the new staff. This meeting was extremely crucial and necessary for Matumaini Mapya to better deliver its mission and realize its main objectives for which HAEMP was intended to achieve. During this meeting specific individual duties and responsibilities were charted out, work plans were drawn and terms of references were agreed. By so doing, the stage was set on the part of Matumaini Mapya to start project implementation.

Table 1: Planned and actual performance of activities for Strategy One

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Recruit project staff	3 people	3 people recruited	March 2012	3 people	100 %
Meeting to set individual work plans & ToRs	10 people	1 meeting held 10 people attend	March 2012	1 meeting held 10 attended	100 %
Liaise with stakeholders in Bukoba & Missenyi	3 DEDs 10 trainers	3 DEDs and 10 trainers contacted	March 2012	3 DEDs 10 trainers	100 %
Develop training materials/curriculum kits	200 trainees (widows and caregivers)	205 copies of training materials / curriculum kits developed 200 trainees served with training materials	March 2012	205 copies of training materials developed 200 trainees given training materials	100 %

Purchase exercise books, other scholastic materials and vocational tool boxes	150 primary, secondary and vocational school OVC/MVC	3,500 pieces of exercise books and other scholastic materials purchased and distributed	March 2012	3,500 exercise books and other scholastic materials bought; 50 tool boxes not bought	99 %
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Liaison with stakeholders in Bukoba and Missenyi districts was done in time to ensure that everyone was aware of the tasks ahead. Training materials on relevant topics for widows and caregivers were developed by competent experts who were also involved in delivery of training at a later stage. Overall, the preparations for project take-off were significantly achieved. However, late disbursement of Grant funds from the Rapid Funding Envelope (RFE) affected the timely procurement of some items meant to assist vocational training students.

2.3 Strategy Two: Raise legal literacy of HIV/AIDS infected and affected widows and caregivers on inheritance and possession of family property.

Activities planned towards implementing the strategy were: to conduct **five** full-board training seminars and train 200 HIV/AIDS infected and affected widows and caregivers on basic laws relating to inheritance and ownership of family properties.

At the time of evaluation **five** seminars had already been conducted whereby **200** widows and caregivers attended full-board sessions. Seminar participants were served with reading and reference materials including The Marriage Act, 1971; the Roles and responsibilities of caregivers in child raising and taking custody of inherited property; the Rights of widows and orphans; Inheritance laws - Wills and Will drafting; and the HIV/AIDS prevention Law (2008); the Village Land Act (1999); and the Land rights for women. Also, several materials were printed with information on the rights of HIV/AIDS infected and affected women and children. It is estimated that these reached 75,000 people and indeed sensitized a wider community of 350,000 members who in one way or the other could read the leaflets posted at notice-boards in hospitals, churches, primary

cooperative society centers and also get hold of leaflets, brochures and flyers from friends. Some 720 radio spots were prepared and aired through Radio Vision FM, a local radio station in Kagera region. It is worth noting that due to the importance of the legal messages embodied in those spots, the Radio Vision management offered extra 180 radio spots as a bonus to this noble duty to enlighten the community on human rights. Table 2 gives a summary of implementation status at the time of end term evaluation of HAEMP. In order to accelerate early uptake of grants, it was deemed necessary to impart business skills during the same seminars for widows and caregivers.

Table 2: Planned and Actual performance of activities for Strategy Two

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Conduct full-board training seminars	200 widows and caregivers	5 seminars conducted 200 widows and caregivers trained	May 2012	5 seminars conducted 200 widows and caregivers trained	100 %
Provide reading and reference materials	200 trainees	200 trainees provided reading and reference materials	May 2012	200 trainees Served with reading & reference materials	100 %
Print and distribute to community members materials with information on the rights of HIV/AIDS infected and affected women and children	200 widows and caregivers 75,000 people 350,000 community members	8,000 pieces of information materials printed and distributed 75,000 people reached through publications 350,000 people sensitized	Sept 2012	8,000 pieces printed and distributed Substantial number of people reached	100 %
Organize and run radio programs advocating for widows rights and anti-HIV/AIDS campaign	350,000 people	720 radio program shots aired plus 180 bonus spots from Radio Vision	Sept 2012	720 radio programs were run for 3 months via Radio Vision FM	100 %

During interviews with HAEMP beneficiaries it came out clearly as to why they felt time was not enough for the topics on legal rights. For most of them it was the first time they were getting detailed information and knowledge about property rights, personal laws related to divorce, alimony and custody of children. In the context of women, such topics were of paramount significance because they faced more discrimination and harassment from the time they were diagnosed with HIV/AIDS. So, they were very eager to know supportive laws to protect them against discrimination and stigmatization. At the time of evaluation it was reported that at ward level there are paralegal committees comprising women who offer free support to widows on legal matters. These committees are also playing advocacy roles for public policies and pursuing legal action for widows and caregivers who are in need.

2.4 Strategy Three: Increase capability of 200 HIV/AIDS infected and affected widows and caregivers to engage in income earning businesses

Under this strategy it was planned to train 200 widows and caregivers on business skills; to offer grants to 200 widows and caregivers to assist them to establish/complement income earning activities. Actual performance is shown in Table 3 below.

Table 3: Planned and Actual performance of activities for Strategy Three

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Train widows and caregivers on business skills	200 widows and caregivers	200 widows and caregivers trained	May 2012	5 seminars conducted 200 widows and caregivers trained	100 %

Offer grants to start income earning activities	200 widows and caregivers	200 widows offered grants worth 240,000/= (US\$ 155) per head	May 2012	Grants valued at Tsh 48,000,000/= (US\$ 30,968) offered to 200 widows and caregivers	100 %
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As shown in the Table 3, activities under this strategy were successfully accomplished. Topics for business skills training included: creativity and innovativeness in formulating business ideas; establishment of business ventures; operating and managing businesses; sources of funds for business ventures and proper utilization of funds for successful businesses. Other topics covered were records keeping for business transactions. In as much as the contents of the papers were of high quality and valuable to the participants, it was widely reported that time allocated was insufficient for them to grasp all important points and be able to put them in practice.

Several happenings again frustrated seminar organizers as some participants fell sick and needed financial assistance to meet medical expenses. Some came with their children and baby-sitters who were not budgeted for. This poses an important concern for women who apart from their want to concentrate on the training sessions, they were bound to take care of their young ones or bring some helpers for the purpose. Visits made to their assisted businesses, the evaluation team found some women entrepreneurs nursing their children.

2.5 Strategy Four: Raise community awareness on HIV/AIDS and other STIs, widows' and orphans' rights.

In order to implement this strategy it was planned to utilize the Information, Education and Communication (IEC) approaches to develop materials with information on HIV/AIDS, the rights of widows and orphans, and distribute them to the target group. Also, it was planned to organize radio programs on widows' rights and run anti-HIV/AIDS campaigns on local FM radio stations (Radio Vision FM station).

Table 4: Planned and Actual performance of activities for Strategy Four

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Print and distribute HIV/AIDS, widows and orphans' rights information materials	7,500 posters & flyers 75,000 people	1,000 copies of posters; 1,000 copies of year 2012 calendars ; 300 pieces of T-shirts; 1,000 pieces of caps; 4,000 copies of flyers printed and distributed 75,000 people reached by publications	Sept 2012	7,500 posters & flyers printed 75,000 people reached	100%
Organize radio programs on widows rights and run anti-HIV/AIDS campaigns on local FM radio stations	350,000 people 720 radio shots	350,000 reached by radio 720 radio shots aired	Sept 2012	720 radio shots plus 180 bonus spots from Radio Vision 350,000 people reached	100 %

However, it was reported that serious financial constraints impaired timely distribution of the printed materials.

The information contained in the radio spots and printed materials was well received by the community as evidenced by the positive remarks on the relevance and usefulness of the information especially putting more emphasis on HIV/AIDS education on prevention, care, treatment and support as well as minimizing stigma and the misconceptions such as casual contact with an infected person could transmit HIV.

The fact that the information reached a wider community [350,000 people plus] the widows, caregivers, OVCs/MVC and PLWHA, are very well informed of their rights

and needs according to testimonies given by individuals who were not direct beneficiaries of HAEMP but had the opportunity to read brochures and listened to radio spots aired after important radio announcements. An elderly widow, Lydia Emmanuel (75 years), who has been taking care of her 5 grandchildren for seven years to date, had this to say: *“The name Matumaini Mapya means so much to me because now I know that I am not alone in the fight against AIDS. We, in the family know how the disease is spread and how to protect ourselves. We still have the calendar where the information is written.”* One could have read her thoughts by seeing the enlightened face of the old lady. That orphans should enjoy the dignity and worth of the children with unhindered access to basic social services seemed to be what she was concerned with.

Indeed, Matumaini Mapya through HAEMP is advocating for protection of the child and his or her inherent rights, striving to meet children’s core emotional, physical, cognitive and spiritual needs and urging the community to take their responsibility and help orphans to become hopeful, self-reliant, contributing members of society.

2.6 Strategy Five: Provide direct support for education to 50 HIV/AIDS affected OVC/MVC

Implementation of this strategy entailed to pay school fees; procure and distribute school uniforms, overcoats/overalls and tool boxes to assist orphans who join vocational training to pursue productive employment opportunities thereafter. It also included paying school fees for OVC/MVCs. It was also planned to conduct a four day OVC/MVC education conference for Missenyi District Council stakeholders. The details of actual performance of activities planned under this strategy are contained in Table 5 below.

From the figures in Table 5 all activities under this strategy were implemented to the full at the time of the evaluation. A total sum of TZS 15,000,000 (US\$ 9,678) was paid to the heads of the respective schools for 150 children. Interviews with the orphans assisted

revealed that such assistance was highly valued by the beneficiaries as it did not only remove the barriers for accessing schooling but also it paved way for a bright future whereby they could continue with higher schooling or became employable youngsters in carpentry, masonry, computer application and other occupations. Some are contemplating to establish their own businesses in future.

Table 5: Planned and Actual performance of activities for Strategy Five

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Pay school fees	120 secondary and vocational OVC/MVC	120 vocational OVC/MVC assisted to pay school fees	July 2012	120 OVCs assisted	100 %
Procure and distribute school uniform and tool boxes	150 primary, secondary and vocational OVC/MVC	150 pairs uniforms procured and distributed. Tool boxes not procured	July 2012	150 OVC assisted	67%
Conduct a four day OVC/MVC education conference for Missenyi District Council stakeholders	50 government leaders, councilors, heads of schools, religious and NGO leaders	1 conference conducted, 50 people participated, 10 papers presented and discussed	July 2012	1 conference 40 leaders attended	100 % *

NOTE

*The number of participants to the conference was reviewed and mutually agreed [by Matumaini Mapya and RFE] and reduced from 50 to 40 due to budgetary constraints.

Talking with the principals of vocational training schools where the orphans have been trained, the evaluation team noted that the graduates got more than just mere occupational classes. Additionally, they were imparted positive attitudes towards work

and employment (some orphans may have lost this due to psychological stress); developing self-confidence and self-esteem; stimulating creativity and personal talents; and proper work habits including safety, discipline, cleanliness and orderly behavior.

Students were trained in the proper use of tools. Those additional aspects are vital and necessary qualities for increased employability and efficiency at work. The evaluation team went further to explore challenges faced by vocational training graduates. Respondents indicated that the most challenging task was on *how to get a job as soon as they graduate* from a vocational training institution. Two equally important challenges were cited as *how to formulate a business idea* and *how to get a loan*. Those are indeed the pertinent challenges that Matumaini Mapya should consider addressing. In fact, a good start would have been made if the plan to provide tool boxes was carried through to its fulfillment. But, alas, it did not work!

Matumaini Mapya still has the opportunity to accomplish its plan by soliciting funds from other sources to procure and avail tool boxes/working tools to the orphans assisted during HAEMP. By providing tools to graduates, the question of how to get a job would be partly solved.

Another plausible best practice was proposed by a TADEPA (NGO) representative during the stakeholders' workshop to deliberate on HAEMP end term evaluation findings. TADEPA had a similar strategy to assist youths to get vocational training to widen their employment opportunities. They did this for a small number of youths. Upon returning to their locations in villages, those youths were further assisted with working tools [carpenters were facilitated with more work-benches, saws, planes, tape measures, etc] to enable them to train other youths in their localities for three months periods. So, one VET graduate could competently train at least 20 youths in a year. One should ask a relevant question: what would motivate the VET graduate to train fellow youths? The motivation was that while those youths were being trained they produced valuable items for which

they never demanded payment. The trainer would put in final touches to make the item attractive and sell it to get his/her pay in return to the training of the youths who would praise him/her for making them knowledgeable and productive in occupational ventures.

It is recommended that Matumaini Mapya should address the two challenges of *how to formulate a business idea* and *how to get a loan* by giving an opportunity for the vocational graduates to attend entrepreneurship training similar to that given to widows and caregivers. The 50 OVC/MVC who graduate in vocational training would feel secured by joining the Matumaini Mapya SACCOS upon meeting the membership conditions.

2.7 Strategy Six: Monitor project funded IGA enterprises and evaluate the performance of those enterprises.

In view of the importance to monitor and evaluate HAEMP activities it was envisaged to recruit 10 volunteer data collectors; conduct a six day M&E training course for the volunteers; develop/purchase data collection materials/project monitoring tools; purchase and distribute log books to grant recipients; purchase a database software; purchase and distribute bicycles for monitoring activities; and undertake widows' and caregivers' IGA enterprises monitoring and evaluation.

From Table 6, implementation of activities under this strategy is almost halfway as far as actual monitoring of income generation activities is concerned. Much is happening at beneficiary level including recording of business transactions on a daily basis and completing the Small Business Development Cards at the end of every month. That beneficiaries are doing this almost unsupervised is indeed an achievement by itself.

Table 6: Planned and Actual performance of activities for Strategy Six

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Expected Outputs	Time frame	Outputs	% Achievement
Recruit 10 volunteer data collectors	10 volunteer data collectors	10 volunteer – data collectors recruited	April 2012	10 volunteers recruited	100 %
Conduct a six day M&E training course for volunteers	10 volunteer data collectors	1 training course and 10 people trained	May 2012	1 training course done	100 %
Develop/purchase data collection materials/project monitoring tools	200 grant recipients	200 pieces of monitoring tools (forms) prepared 6 pieces of note books purchased	May 2012	200 copies prepared	100 %
Purchase 1 new database software (Laptop computer)	1 laptop	1 piece purchased 1 M&E officer served with laptop computer	May 2012	1 laptop purchased May 2013	100 %
Purchase and distribute 10 bicycles for monitoring activities	10 volunteer data collectors	10 bicycles purchased and distributed to 10 volunteers	May 2012	0	0 %
Undertake widows and caregivers' IGA enterprises monitoring and evaluation	200 grant recipients	900 visits made to project sites to collect data 200 grant recipients and IGA enterprises monitored	Sept 2012	By early January 2013, the volunteers were undertaking the task	0 %

During the course of evaluation it was reported that the ten volunteers were recruited towards the end of 2012 but they got training in April 2013. Bicycles that would have facilitated movement by volunteers are yet to be procured. Although data collection materials were developed, and a laptop has been purchased, it is claimed that financial

constraints seriously affected this important activity to continuously monitor not only the IGAs but also the overall HAEMP activities.

During document review the evaluation team noted that sometime in 2008, Matumaini Mapya conducted a general survey whereby the sample included 14 wards of Bukoba Municipality, 12 wards of Bukoba rural district (which included the present Missenyi district), 205 widow-headed households and 93 children-headed households.

The findings of the survey [deemed valid by 2012] were thus:

- 241 households (87%) were living below 1 US\$ a day;
- 162 out of 205 widows (79%) lacked capital, knowledge and skills to engage in income - earning activities;
- 156 out of 205 widows (76%) were denied of inheritance rights;
- 55 widows (27%) had their property grabbed by relatives;
- 89% of both widows and caregivers were ignorant of their rights, laws and by-laws, e.g. land and inheritance rights, *but were knowledgeable about customary laws denying them the right to inherit family property*;
- 15% of disinherited widows in Bukoba rural and Missenyi districts have migrated to fish-landing sites and fishing islands of Lake Victoria and to small towns along the Tanzania - Mutukula trunk road engaging in sex trade and petty businesses;
- 142 HIV/AIDS affected children had dropped out of school due to failure to pay school fees and expenses;

It is our considered opinion that Matumaini Mapya should do everything in its capacity to carry out monitoring and evaluation of all its activities as per the logical frameworks for the past five years (2008 - 2012), taking the 2008 survey findings as baseline data and do impact assessment of those activities on the livelihoods of the beneficiaries and the community. As long as it is possible to trace individuals who /households which were included in the previous sample for the 2008 survey [*unless they were completely excluded*

from Matumaini Mapya's follow-up interventions] then an impact assessment on these individuals/households would give the current situation.

2.7 Strategy Seven: Participate on the 2012 World AIDS day celebrations

The World AIDS Day is an annual event dedicated to raising awareness of the effects and impacts caused by the spread of HIV infection. It is an opportunity where government, NGOs, CBOs, CSOs and health officials observe the day by speeches or exhibitions on the AIDS themes. In this regard it was envisaged to prepare leaflets/brochures/flyers on living positively with AIDS; purchase gift items for the HIV/AIDS affected OVC/MVC and PLWHAs. This was an avenue to exhibit Matumaini Mapya's HIV/AIDS activities.

Table 7 summarizes the achievements.

It is reported that 2,180 leaflets/flyers for HIV/AIDS exhibition materials were prepared in which important messages on living positively with HIV/AIDS were embodied. The materials had a wider distribution since many of those who came for celebrations were given a copy or a collection of assorted copies to carry home and share with family members, relatives and friends. The information contained therein helped the readers to become aware of the needs of a person living with HIV/AIDS and to become aware of the consequences of HIV infection and to develop sensitivity to situation.

Table 7: Planned and Actual performance of activities for Strategy 7

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target	Outputs	Time frame	Outputs	% Achievement
Prepare leaflets/brochures/flyers on living positively with AIDS	2,180 leaflets for 9,000 community members in Bukoba Municipality,	2,180 leaflets/flyers for HIV/AIDS exhibition materials prepared	Sept 2012	2,180 leaflets/flyers prepared	100%

	Bukoba rural and Missenyi districts				
Purchase gift items for 45 HIV/AIDS affected OVC/MVC and 45 PLWHA	90 HIV/AIDS affected OVC/MVC and PLWHA	90 bars of laundry soap, 180 kgs of sugar, 450 pieces of exercise books, 450 pieces of ball-pens, 225 pieces of pencils, 45 pieces of school bags and 45 pieces of mathematical sets purchased	Sept 2012	45 OVC/MVC served with gifts, including scholastic materials 45 PLWHA also served with several gifts	100 %

Interviews with beneficiaries revealed that by reading the materials people increasingly become aware of discrimination faced by the people living with HIV/AIDS and also enable them to explore ways of removing discrimination. For those affected by the disease, reading those materials helped to realize that a number of people join hands to provide care, support and treatment to PLWHAs and also become aware of the issues of availability and accessibility of treatment and care.

Looking at the list of material items bought and offered as gifts to 45 HIV/AIDS affected OVC/MVC and 45 PLWHAs one notes that those were carefully selected in order to make the beneficiaries of those gifts feel the greatness and cheerfulness of the celebrations marking the World AIDS day.

2.8 Strategy Eight: Ensure project management activities are attended and their costs met

HAEMP is manned by staff whose wellbeing was seen crucial for successful implementation of the project. This strategy aimed to pay salaries and fringe benefits to project staff; distribute and coordinate services and items; attend to and meet project

administration and overhead costs; and prepare and submit quarterly and final reports to key project stakeholders.

Table 8: Planned and Actual performance of activities for Strategy Nine

PLANNED				ACTUAL PERFORMANCE AT END TERM EVALUATION MAY 2013	
Activities	Target group	Outputs	Time frame	Outputs	% Achievement
Attend to and meet project administration and overhead costs	Project staff	3 project staff paid salaries and fringe benefits	Sept 2012	3 project staff paid salaries	100%*
	Key project stakeholders	10 volunteer- data collectors paid out-of pocket allowances	Oct 2012		100 %
Prepare and submit quarterly and final reports to key project stakeholders	Donors/ Leaders/ Beneficiaries	3 quarterly and several final reports submitted		3 quarterly reports served to key project stakeholders Final reports have been served to project financiers and other key stakeholders before the closure of HAEMP	100% 75 %**

Notes

*Due to extension of HAEMP implementation period (from 1st March, 2013 to end of May, 2013) the management of Matumaini Mapya incurred extra overhead costs to pay project staff salaries to the tune of Tshs 4.2 million.

**The End Term Evaluation has been done before closure of HAEMP. The final report is being finalized by Matumaini Mapya management.

The 3 project staff were paid salaries to the tune of about TZS 29.4 million for fourteen months instead of the planned period of twelve months. This exceeded the budget amount of TZS 25,199,000. Some financial adjustments and activity rescheduling were done, e.g., reduce the number of seminar/workshop days, number of participants and the like, thereby making savings to cater for staff remunerations.

3.0 FINANCIAL PERFORMANCE ASSESSMENT

As per **Contracts** executed between Matumaini Mapya and Deloitte Consulting Ltd (RFE/BOCAR), Firelight Foundation (USA), Flora Family Foundation (USA) and The Foundation for Civil Society (Tanzania) the total project funding was US\$ 208,138 as follows: RFE funding under the grant was TZS 199,410,000/= (US\$ 132,000), Firelight Foundation grant was US\$ 15,000, Flora Family Foundation was US\$ 20,000 and The Foundation for Civil Society was Tsh 44,956,000/= (US\$ 30,000). Matumaini Mapya, had to top-up with a matching fund of TZS 16,695,000 (US\$ 11,138) essentially to cater for project support staff. The project duration was for twelve months effective from 1st March, 2012 to 28th February, 2013 which duration includes end of project closure period.

That the project had not been effectively closed at the time of this “end-term project evaluation” on 10th May, 2013 (i.e. almost fourteen and a half months to date) due to late disbursement of funds by RFE conceals some financial implications which, inevitably, would impact negatively on a harmonious and timely implementation of some of the project activities.

To substantiate this (see Table 9), the planned initial installment of TZS 95,253,600 by RFE which was to be disbursed in full instantly on executing the said contract, was instead received in portions of TZS 60,000,000 and TZS 35,253,600 on 26.3.2012 and 30.8.2012 respectively. The expected disbursement of TZS 71,411,972 for the second quarter, never came through during the 2nd quarter; instead, the TZS 35,253,600 received in that quarter

(on 30.8.2012) was an amount owing on the first quarter. This scenario speaks it all for the subsequent project implementation twists and late closure thereof. In one of the responses from Deloitte dated 28.11.2012, the Matumaini Mapya was advised to report back where they had spent 75% of the advance to facilitate early processing of subsequent remittances in a bid to avoid such claims of staff going without salaries and postponement of implementation or revision of some project activities. Guided by the filed exchange of correspondences between the contracting parties on the project in question, the evaluation observed that there was inconformity to the binding disbursement spectrum that would have put the project implementation out of gear. Kindly, note that the funds from other three donors (That is: Firelight, Flora and The Foundation for Civil Society) were timely disbursed to Matumaini Mapya's bank accounts.

The table below displays some inconsistencies in the amounts and timing of receipted disbursements from RFE.

Table 9: Disbursement of Grant funds to Matumaini Mapya by Deloitte/ RFE/ BOCAR

Qtr / Date of remittance		Amount		Shortfall/excess	Remarks
Expected	Received	Expected	Received		
Qtr 1 1/3/2012	26 / 3 / 2012	95,331,665.50	60,000,000	- 35,331,665.50	Partial initial remittance signals bad takeoff
Qtr 2 1/6/2012	30 / 8 / 2012	71,411,972.00	35,253,600	- 36,158,872.00	Shortfall on 1st qtr sent; but due disbursement not received
Qtr 3 1/9/2012	17 / 12 / 2012	26,306,362.50	60,000,000	(33,693,637.50)	Should have been Tshs71,411,972+26,306,362
Qtr4 1/11/2012	25 / 3 / 2012	6,360,000.00	42,152,040	(35,792,040.00)	Adjustment on balance unremitted 2nd qtr

3.1 Bank Account at CRDB Bank PLC, Bukoba Branch

The sub-grantee maintains a checking (current) account No.0150056971600: RFE 9630 CL 9, at CRDB Bank, Bukoba and account No. 027201174307, at National Bank of Commerce Bukoba branch. Both are operated by three signatories. The Coordinator's signature on any cheque or withdrawal/transfer of funds request, is mandatory as a control measure.

Monthly bank statements on the account were collected from the banks to enable the project management track any strange postings therein and compile monthly bank reconciliations as stipulated on Annex D, item (V).

The relative cheque book was under custody of the Project Accountant. Cheque/ cash transactions were entered into the respective Cash Analysis Book. All remittances/disbursements received from RFE and other donors into the project accounts were acknowledged by Matumaini Mapya by issuance of receipts to the remitter as required.

3.2 Procurement of project materials and other payments

In assessing Matumaini Mapya's adherence to financial regulations for efficiency and effectiveness, the following were observed.

Purchase of service items/ pay school fees for primary, secondary and vocational schooling OVC/MVC

i. Service items

In total, some TZS 6,500,000/= had been expended on account of service items provided to 150 OVC/MVC attending schools under the project.

Procurement procedures followed by Matumaini Mapya were seen to observe the financial guidelines pertaining to the project which require that services/items with a value less than TZS 500,000 be procured by cash and through open tenders for amounts

above that figure. Quotations were received from three bidders and tabled before Matumaini Mapya's management committee for approval of the lowest evaluated bid.

A Local Purchase Order (LPO) is then issued to the selected supplier. Exit documentation at the suppliers' premises and including payment of invoices and receipting of goods/ services received at the organization, were found to be satisfactory. Items/services received at the office are entrusted to the designated officer who records the items in the *Goods Received Note* (inward book) and stores them away. Removal of any item from the main stock is likewise entered into a *Delivery Note* (out). The project Accountant verifies the movements by endorsing the books.

Issuance of items to recipients at the respective school is done through a Service Provision Schedule, whereby each beneficiary acknowledges receipt thereof by signing his/her name against the items handed over. The head of the school witnesses the delivery by stamping and signing the schedule, a copy of which is returned and retained by the Organization. The procedure was found to be satisfactory as an inbuilt control and for record purposes.

ii. School fees

On account of school fees a total sum of TZS 8,500,000 was paid to the heads of the respective schools for 120 children. The mode of payment was by cash and crossed cheques with signed schedules of the benefiting children appended. The payees, i.e. the heads of schools, had acknowledged receipt thereof by rubberstamping and signing copies of the schedules. This payment procedure is considered to be appropriate.

3.3 Purchases of seminar/ workshop materials

Five seminars for 200 widows and caregivers, training for 10 M&E volunteers and one workshop for education to OVC/MVC stakeholders from Missenyi District Authority were conducted by Matumaini Mapya in Bukoba Municipality. It costed the project some

TZS 3,064,500 on this aspect. The governing procedure in procurement of the relative stationery was as narrated in 3.0 (1) above. As a control measure, items received at the office are booked in a register and retained by the project Accountant. Removal of items from the main stock is accordingly marked-off on the respective item page and signed by the receiver as acknowledgement thereof.

3.4 Payments to facilitators

A total sum of TZS 5,316,000 had been paid on this account. Through advertisements Matumaini Mapya had obtained a dependable base of facilitators. Each facilitator had filed curriculum vitae (CV) as a testimony to his/her academic achievement, work performance ability and service exposure, the requirements to undertake the entailed

assignment. Contracts were executed between the two parties. Before the commencement of the seminars/workshops, each facilitator had composed and tendered to the Organization his/her paper to be presented. Facilitators had to sign-in as they reported at the seminar venue and complete training reports before they could be paid. This confirmed that the contracted facilitator was one and the same person who conducted the training and thence payment was legitimate. A perusal of payment documents indicated that payees had to complete and sign requisition forms and payment vouchers, vouching money actually paid out. The whole process was seen to instill financial discipline and accountability on financial matters.

3.5 Payment of grants to widows and caregivers

In the governing project contract, some 200 widows/caregivers were to be accorded free grants of TZS 240,000 each. A total of TZS 48,000,000/= has been accordingly paid to complement their income generating activities (IGA). Prior to paying out the grants the beneficiaries had to have some training on certain aspects of business management to equip them with the requisite entrepreneurial knowledge and skills. A lawyer had to attest the signing of the contracts in a bid to imbue into the recipients, a sense of

responsibility and commitment. The evaluating consultants found it to be a fair inclusion, but more so if were coupled with purposeful and regular monitoring and evaluation visits to project sites to keep beneficiaries actively involved on the funded activities.

Caution: Under the current roaming insecurity the country over, the consultants would advise that such big cash withdrawals from the bank and the paying process thereof, be escorted and guarded by armed guards. In need, some form of insurance covers could also be arranged as a precautionary measure in handling cash money.

3.6 Hotel services and accommodation

Hotel services, i.e. meals, refreshments plus accommodation had costed the project a total of TZS 60,011,000. The open bidding procedure had been adopted in selecting the winner. The Evangelical Lutheran Church in Tanzania- Bukoba Hotel, had all along offered competitive charges and is centrally located for ease of transport with ample and ideal facilities to accommodate and cater for all the participants at any one sitting. It has accordingly been housing and offering catering services to Matumaini Mapya.

Invoicing by the Hotel and service payment thereof have satisfactorily been documented. Examination of the paid bill documents indicated that the requirement to impress the “**PAID FOR .. E.g. BY RFE, MATUMAINI MAPYA... etc**” stamp is being adhered to.

3.7 Education to OVC/MVC Workshop for Missenyi District Authority stakeholders

40 stakeholders from Missenyi District Authority attended a four days workshop in the Bukoba Municipality which began on 6.5.2013 and ended on 9.5.2013. Some TZS 5,745,600/= has been paid to participants in terms of allowances and fare: other costs have been accounted for under the preceding expenditure heads. Again, the documentation pertaining to the payments thereof have been examined and found to be in order.

3.8 Participation on AIDS DAY Celebrations

A budget of TZS 1,890,500 had been allocated to enable the Organization participate on the World AIDS DAY celebrations on 1.12.2012. Some TZS 1,327,500 had been utilized on procurement of various gift items as per *Activity 7*. Suppliers' invoices and payment receipts are on record. A copy of the beneficiaries' names and signatures indicating the type and amount of items each received, is retained at the office. The Bukoba Municipal Council official had on 8.12.2012 acknowledged and endorsed the distribution procedure by signing.

3.9 Sensitizing the community on HIV/AIDS widows'/orphans' rights.

Under this activity, the Organization was to produce various HIV/AIDS publications including printing of 1,000 posters, 1,000 calendars, 3,782 flyers and procure and print 300 T-shirts and 1,000 caps. It was also to carry out anti-HIV/AIDS radio program campaigns. The total expenditure on this activity was TZS 13,195,500. The tendering, award, procurement, delivery and retention of the items at the office was as earlier narrated. The 200 widows/caregivers who attended seminars were among the recipients of T-shirts, caps and calendars and also assisted in the movement of the said items to the designated village and ward authorities for distribution and displays in their respective localities.

3.10 Salary payment to project staff

Total paid gross salary bill for the 3 project staff is TZS 29,399,000 which is for fourteen months instead of the planned twelve months budget amount of TZS 25,199,000. In a bid to provide for this excess amount, the organization had to slightly reschedule some of its activities, e.g. reduce the number of seminar/workshop days, number of participants and the like, thereby making forced savings on some activities. Such switching-over of funds from one head of expenditure to another should be within same activity, otherwise Deloitte's express consent and approval ought to have been obtained first.

Due to partial funds disbursement, the three project staff had but to go without their formal monthly salaries from June, 2012 to March, 2013. Consequently, their monthly NSSF contributions TZS 420,000 (i.e. a total of TZS 4,200,000 for ten months) and other statutory deductions, were remitted after the lapse of ten months. The three affected NSSF accounts were Nos. 50248847, 57278288 and 50233459 in the names of Gosbert B. Kaserwa Felician R. Runyonyi and Faustine M. Lweramila, respectively.

The above anomaly notwithstanding however, the relative staff employment records, viz., employment contracts and their CVs were filed. Payment of salaries was effected against signed *time sheets*. Staff members were furnished with their individual salary slips indicating total monthly emoluments and the applicable statutory and other relevant deductions. The budgeted amount of matching fund, TZS 16,695,000, had fully been paid on salaries to the other three supporting staff.

3.11 Purchase of one Lap-top Computer

Purchase of one new computer (Laptop with particulars RAM 4GB PR0C 3.0 GH DVD ROM) under *Activity 6*, was done lately from the suppliers, M/S VISION ELECTRONICS & IT SOLUTION. Matumaini Mapya was invoiced on 30.4.2013 and payment was made under receipt no. 0021.

3.12 Purchase of bicycles for data collectors/ assistant field officers

Purchase of 10 bicycles for use by the ten assistant field officers for data collection under *Activity 6*, was not done apparently, due to lack of funds.

4.0 ORGANIZATIONAL DEVELOPMENT ISSUES

In as much as HAEMP interventions were aimed to achieve specific objectives in the areas of HIV/AIDS prevention, care and support for widows and OVC/MVC and impact mitigation, in the process of its implementation Matumaini Mapya was undergoing

through a process of capacity building by improving the efficiency and effectiveness of the organization to achieve its purpose and provide quality services by strengthening its organizational and technical abilities.

4.1 Organizational Capacity

4.1.1 Project management, performance and quality assurance

Details provided under the section on project implementation performance and achievements indicate highly significant levels of success attained during the whole period of HAEMP implementation. Although there were delays in reaching the targets/milestones due to financial constraints), the management was keen to accelerate activities to catch-up with the plan, and at times the management had to use other resources in terms of finances (outside grant funds) and staff to perform HAEMP activities to meet deadlines. This was possible because HAEMP management fits in the existing structure of Matumaini Mapya and no parallel structure was established. The Matumaini Mapya Coordinator assumes the responsibilities of managing HAEMP.

There are five sections within Matumaini Mapya organizational set up, namely:

- i) Project Management – charged with overall guidance and day-to-day supervision of the project;
- ii) Education and Training – performing the training and knowledge empowerment functions;
- iii) Women and Children – concerned with identification of OVC, widows and caregivers, provision of direct educational support, and communication;
- iv) M&E department – dealing with monitoring, evaluation and reporting on project implementation status; and
- v) Finance – charged with financial management and accounting.

The section heads constitute the Project Management Team, PMT, which meets monthly to review progress of implementation and plan for the way forward.

Quarterly stakeholders' meetings bringing together the Project Management Team, service providers – providers of accommodation to trainees, facilitators of training, heads of schools or their representatives, beneficiaries representatives, LGAs representatives (WEOs, CHACs) were planned but incidentally only one meeting was held.

The project management Team works hand in hand with the District councils whereby the Council HIV and AIDS Coordinator (CHAC) is a key stakeholder and a link to the district leadership which provides guidance on policy and institutional matters. The Village government functionaries were instrumental in project implementation arrangements and participated at all stages from the selection of beneficiaries to community sensitization to support and take care of the OVC/MVC. With this arrangement in place, the field overseeing and supervision are done jointly by the Matumaini Mapya and Village/district personnel to ensure not only the quality but also the services reach the intended beneficiaries. Official communication within and between the organization is elaborate and there are designated individuals charged with reporting on project performance to key stakeholders, calling meetings and answering letters on specific issues. However, feedback to beneficiaries is still lacking in terms of reports going back to beneficiaries in a user friendly language to inform them on project implementation status.

4.1.2 Monitoring & Evaluation

Matumaini Mapya engaged an M&E officer to establish the M&E system and plan. As stated earlier under Strategy six, not much was done at the organization's level to capture data, analyze the same and assess progress of IGAs. This exercise was impaired by delays in financing. But, during field visits made by the evaluation team it was evident that much has been done at beneficiary level whereby several women entrepreneurs were recording daily business transactions in notebooks and transferring the records into "Matumaini Mapya Small Entrepreneurs Development Cards" at monthly intervals. This is a good

start on the part of beneficiaries to be able to monitor businesses and gauge progress. At some stage Matumaini Mapya staff (with BOCAR assistance) visited a few widows to give guidance on business operations. Now, some 10 volunteers have been trained in M&E techniques and by the time of conducting this evaluation, the volunteers were in the field to collect primary data at beneficiary level.

It also underwent a participatory strategic planning process and put in place a three year Strategic Plan (2013 - 2015).

4.1.3 Documentation of project achievements

Over the years of its existence, Matumaini Mapya with the beneficiaries have done a lot and needs to document what is on the ground what has changed in the livelihoods of its target group. Headway has been made to take photographs and video shots to prepare documentaries and upload them on its website.

The observed desire to document project activities should be complemented with an elaborate information and knowledge management system which is still lacking in the organization. Matumaini Mapya has accumulated a body of knowledge over the years in dealing with widows, caregivers and orphans and has done a commendable work in an endeavor to improve lives for the most vulnerable members in the community.

In the process of working with the vulnerable people Matumaini Mapya has created knowledge on how to deal with different situations that surround the needy. Such knowledge should be captured by an efficient and participatory M&E system and analyzed, disseminated, and utilized by others who are doing similar activities. By so doing, the best practices in Matumaini Mapya could be replicated elsewhere within the region and beyond Kagera.

4.1.4 Governance and Leadership

There is a Constitution and every member of the organization has a copy. The organization has a Board of Directors comprised of 6 people (4 women and 2 men). The Board, apart from guiding the organization on crucial issues of policy it was engaged in strategic thinking to chart out the organization's direction. Over the years the Board has been linking budgeting to strategic planning and approving activities that can be realistically financed with existing or attainable resources. It was reported that meetings including an Annual General Meeting, are held as per Constitution. Gender equality is being promoted in decision making. During the evaluation exercise, the staff confirmed that they have an organizational structure in place and that everyone understands his/her position and that there is clarity of positions, chain of responsibilities and direction.

4.1.5 Human Resource Development

The management of Matumaini Mapya reported that there exists a Human Resource Development policy stipulating staff recruitment procedures which promote equal employment opportunities and that there is no discrimination of any sort. The policy also provides guidance on staff performance appraisal and rewarding of best performance. Staff training is done regularly as funds allow. Recently, training was provided by BOCAR in several organizational skills including financial accounting and reporting.

4.1.6 Financial Management

Financial accounting and reporting is an important area assessed during the evaluation exercise. Matumaini Mapya has a financial accounting system in place as elaborated in the financial policy document for the organization. There are also procurement guidelines for cash procurement and bidding procedures. Financial performance under HAEMP has already been reported on in the relevant section in this report. During interviews with the finance department staff it was reported that there is too much financial reporting with

only few staff available. It was also reported that the RFE financial reporting system is new and too demanding compared with the GMS system well known by the finance staff. Besides, it is claimed that the RFE system requires good internet connectivity, and this is a problem for Matumaini Mapya for the moment.

The organization has fundraising strategy or plan. However, there is limited capacity in fundraising techniques. It was reported that one donor (Firelight Foundation) has volunteered to collect information on possible financial sources and avail this information to Matumaini Mapya. This arrangement would exist as long as the goodwill exists but it should be complemented with concerted initiative on the part of Matumaini Mapya to develop a fundraising strategy and step up fundraising drive from within.

However, the organization had established the Matumaini Mapya SACCOS whose membership is growing and the management put in place is keen to see it succeed to become a viable savings and credit institution where the widows and caregivers (as members) would accumulate their savings and get loans to boost the income generation activities. This is a plausible undertaking which not only ensures sustainability as a financial base of the organization but also would relieve Matumaini Mapya the task of seeking donations to assist the beneficiaries.

4.1.7 External Relations with donors, government, other CSOs

Working relationship between Matumaini Mapya and donors has continued to be excellent. The fact that the organization has qualified for financial assistance from RFE for two rounds, (Round 7 and Round 9), testify the good relations that exist. Not only does Matumaini Mapya receive grants from RFE but other donors are appreciating the efforts of the organization to further the noble cause of helping the neediest widows and the most vulnerable children. Other donors that have continued to fund Matumaini Mapya's programs/ activities include Firelight Foundation (USA), Flora Family Foundation (USA),

The Foundation for Civil Society (Dar es Salaam/ Tanzania), Global Fund for Women (USA)

Matumaini Mapya is in good books with the local government leadership at grass-root level, district, regional and national levels. The organization enjoys free supervision and guidance from the Community departments for the Bukoba municipality, Bukoba rural and Missenyi districts. The Guest speaker during the Stakeholders' workshop to deliberate on the findings of this End Term Evaluation of HAEMP was the Municipal Community Development Officer who gave positive remarks on Matumaini Mapya as a good cooperator and listener to government directives.

Matumaini Mapya is a member of the Kagera NGO network (KANGONET), a forum for non-governmental cooperation and networking within the region. Apart from participating in this regional forum, Matumaini Mapya works closely with several CSOs including HUYAWA, TADEPA, KAWEF, Red Cross, KADETF, KAYEN, PARTAGE and many others. Areas of collaboration are utilization of expertise and cross-fertilization of project implementation arrangements where CSOs are involved in similar activities facing similar situations. During the Stakeholders' workshop to deliberate on the findings of the end term evaluation exercise, the participating CSOs and FBOs (faith based organizations) commended Matumaini Mapya on its readiness to collaborate with them during the whole of HAEMP implementation period.

4.1.8 Culture and identity (organizational norms, values, vision, mission)

Matumaini Mapya has clear Vision, Mission and organizational values displayed conspicuously on the notice boards in Kiswahili and English languages. See Appendix 6. The **Vision** of Matumaini Mapya stipulates that the organization envisages having a society in which men, women and children enjoy equal rights and opportunities regardless of their sexes or any other status. Its **Mission** is to contribute to efforts of women and children's rights stakeholders in building a society in which all human beings

regardless of their statuses will have equal rights, opportunities, dignity, acceptance, and support.

Matumaini Mapya's values are the underlying principles, the core beliefs and assumptions that guide and characterize the work of the organization. Among the beliefs is resilience and strength of women and children; respect for community ownership and local leadership; being a learning organization; being collaborative and investing in professional staff and outside expertise and maintaining internal and external consistency.

During the evaluation exercise the consultants emphasized to Matumaini Mapya's management to ensure that the members and employees understand and promote the organization's mission and strive to contribute to its outcomes. The Board leadership should articulate the organization's mission in a way that is motivating to staff and communicate the link between work objectives and the mission. The project staff experienced some hardships during HAEMP implementation, e.g., getting salaries late and some NSSF contributions were paid late. This should not reappear in future undertakings. Matumaini Mapya leadership should determine areas for improvement in personnel policies, compensation strategies and employee satisfaction to achieve optimal employee retention rates.

4.1.9 Gender Relations

Matumaini Mapya is seen to uphold and demonstrate actions intended for promotion of gender equality and equity among its leadership and the members. Recruitment of staff is non-discriminative and gives equal opportunities for both women and men.

5.0 IMPACTS

HAEMP impact assessment took into consideration all positive and negative changes and effects caused by the intervention in a strategic perspective, i.e., from the community and

beneficiaries' point of view. The assessment took into account not only needs satisfaction of the primary beneficiaries but also its impact on other groups in society. The assessment also considered the relevance of the intervention in the long term and sustainable changes introduced by HAEMP in the lives of the beneficiaries.

The assessment examined both the impacts related to the specific objectives of HAEMP and also to unanticipated changes caused by the project that have occurred in the lives of the people not belonging to the beneficiary group.

5.1 HIV/AIDS knowledge and awareness among beneficiaries and the community

Through training, provision of reading/reference materials, printed matter with HIV/AIDS transmission and prevention messages and through continuous radio spots a significant number of targeted beneficiaries and community members has increased knowledge and awareness on HIV/AIDS. The number of calls from community members commenting on this program has increased from 15 of last quarter to 372.

On the other hand, sensitization of youth on HIV/AIDS has already started to pay off as it was reported that youth are now aware of the disease and are seeking advice or counseling services from the health clinics.

5.2 HIV/AIDS Stigma

There is a significant decrease of HIV/AIDS stigmatization practices among community members as reported by HIV/AIDS victims. It could be argued that it is too early to ascertain HAEMP impacts as would be reflected in the long term changes. However, initial community sensitization workshops and trainings that were provided to the beneficiary groups have helped in some ways in changing the attitude of the community towards PLWHAs.

5.3 Demand for HIV/AIDS Services (Condom, VCT, ARV, etc)

Matumaini Mapya's staff have been visiting some hotels and guest houses in Bukoba town to get the owners' report on condom use. It is reported that condom use is increasing among their customers.

There is a high demand for condoms as witnessed by our staff and hotel owners

5.4 Livelihood Strategies for IGAs

A good number of our trainees are busy setting up home based income earning activities. There is an improvement of livelihood among 200 supported widows and caregivers as a result of increased family incomes. Established IGAs are doing well.

There is an improvement of livelihood among supported widows and caregivers as a result of increased family incomes. Established IGAs are doing well as verified by BOCAR/RFE staff who visited Matumaini Mapya supported widows' businesses.

5.5 Gender Based Violence (rape, forced sex, physical abuse)

Following training on inheritance laws and by-laws some widows have increased awareness on their inheritance rights and possession of family properties. Some trained widows and caregivers in collaboration with their wards government leadership have established paralegal committees to advocate for their rights. By the time we were undertaking this evaluation exercise 10 women-paralegal committees had been established. 3 committees have been established in Bukoba Municipality, 4 committees in Bukoba rural district and 3 committees in Missenyi district

6.0 IMPLEMENTATION CHALLENGES

6.1 The most important concern as a challenge aired by the project management was **shortage of funds** to implement the activities as scheduled. The challenge was

double-faceted in that, on the one hand, the organization was getting a **large number of eligible vulnerable applicants** from a larger group asking for project intervention. This overwhelming demand was unmanageable compared with funds at hand. On the other hand, **grant funds were not forthcoming** in time from RFE (the major funder of HAEMP) to cater for planned activities. The project management, through normal networking with CSOs, was able to channel excessive applicants to other actors operating in the same areas, e.g. HUYAWA, PARTAGE.

6.2 Price variations (for goods and services) over time had adversely affected the financial capability to procure items to the tune previously planned. Pre-planning on procurement of costly items and contract purchase on the part of Matumaini Mapya could have minimized the effects of this challenge. But again in this world of uncertainties, such price variations are contained by setting aside some contingency funds built-in the budget.

6.3 On several occasions there were changes in the physical addresses of the target beneficiaries, especially those who received grants to complement income generation activities. This claimed much time and resources to trace individuals and ascertain progress. While some had changed locations for genuine business considerations, e.g., moving to places where business opportunities are promising, others were trying to seek hideouts to avoid being supervised for dubious reasons (misuse of funds).

6.4 The time allocated for training sessions [legal literacy and business skills] were a major concern on the part of beneficiaries. Apart from the financial limitation on the part of Matumaini Mapya and the inherent inability of the participants to pay for the training, the literacy levels of beneficiaries could have a bearing on the extent to which individuals could grasp the contents of both the legal and

business skills especially if the facilitators / trainers could not tune themselves down to lower levels.

7.0 COMPLIANCE WITH GRANT CONDITIONS

Because the grant donated by RFE was the fattest that enabled, to a large extent, the implementation of the HAEMP possible our report will take an example of RFE/Matumaini Mapya contract to show how both parties complied with the grant conditions

To qualify for continued financing, Matumaini Mapya was obliged to comply with the conditions set out in the Grant Agreement for project number RFE 9630 CL9. The following section gives highlights on how the two parties adhered to those conditions during the implementation of HAEMP.

i. The Grant will be allocated in accordance with the approved work plan

Matumaini Mapya had all along adhered to the approved work-plan. Project management confirmed that whenever need arose to reschedule an activity, the organization sought consent in writing from Deloitte/ RFE.

ii. Payment of Funds

The Grant Agreement stipulates that, "Deloitte will make disbursements of the Grant at intervals specified in the contract."

Moreover, the Agreement gives room for the two parties to negotiate on the allocation of grant funds thus: "The Allocation of Grant between months may be renegotiated by the Organization with Deloitte during the course of Project subject to written agreement on the part of Deloitte, which agreement shall be an attachment to this Agreement." During the course of conducting the evaluation the consultants

encountered a number of remarks by Matumaini Mapya on delayed disbursement of grant funds.

Communication via emails was made in this regard but the situation did not improve substantially on the part of Deloitte. Upon being requested to comment on this situation, the Grant Manager in Deloitte had this to say: "There were a number of reasons behind the delays in disbursements. Apart from our [Deloitte] own procedural and systemic delays; on the side of Matumaini Mapya, there were some delays in responding to quarries and time taken to submit accountabilities in between batches." It is recommended that in future all parties should play their roles speedily to enhance attainment of common goals.

iii. Matching funds

The RFE Agreement requires the Organization to show the utilization of Matching Funds towards the project by the end of the Grant. As the HAEMP is about to close, Matumaini Mapya had intimated to the consultants that due to unavoidable extension of the project implementation period, the Organization used extra TZS 16,000,000 to pay salaries and fringe benefits for the three project staff. This figure should be disclosed to Deloitte to have records right.

iv. Accounting and reporting

The RFE Grant Agreement was specific as to the accounting and reporting, thus: "the Organization agrees to observe, perform and comply with the Accounting and reporting Instructions which apply to this Grant and which are set out in Annexes A and B respectively." During document review, the evaluation team found out that Matumaini Mapya adhered to the requirement fully.

Section (f) of Conditions of the RFE Grant states that, "the grant will not be used for any purposes (including the specified expenditure lines) other than those set out in the Project described in Annex C without the express written consent of Deloitte." However,

it was reported under Strategy Eight, that Matumaini Mapya had to reallocate some funds earmarked for seminars/ workshops and reduce the number of conference participants so as to save some money to pay staff salaries. Such acts arose from the fact that there has been unplanned extension of HAEMP implementation period. Should that act by HAEMP to reallocate funds be seen as a breach of this section, one should consider circumstances that led to such an act.

v. Annual Audited Accounts

Section A-8 of the RFE Grant Agreement states that, “the Organization must submit its annual audited accounts for each of the Financial Year covered by the Grant.” The consultants were informed that Matumaini Mapya having prepared the relevant financial statements for audit purposes, it is RFE who undertakes the auditing. However, consultants could not verify the audited accounts for the HAEMP RFE Round 7 for which Matumaini Mapya benefited from RFE grant in 2009/10.

vi. Reporting on project implementation

Section B-2 of the Loan Agreement states that the Organization is responsible for ensuring that the quarterly progress reports (within 5 days of the end of each quarter), evaluation and Project Completion Report (within two months of completion of implementation of the Project) are provided to Deloitte. During the evaluation process, the team verified that three quarterly reports were prepared and submitted to Deloitte. The completion report is being prepared and project management confirmed that it will be submitted within the specified period after closure of HAEMP.

8.0 PERFORMANCE ASSESSMENT

8.1 Relevance

Assessment of relevance has brought light as to whether the HAEMP objectives were in keeping with national policies, as well as with local, RFE, Firelight Foundation, Flora

Family Foundation, The Foundation for Civil Society priorities and beneficiary needs. The overall objective of HAEMP was to “mitigate the HIV/ AIDS effects in Kagera region”, while the specific objective was “to support widows, orphan caregivers, orphans and most vulnerable children by providing care, protection and empowerment in Bukoba Rural, Bukoba Urban and Missenyi Districts”.

In view of the general and specific objectives of HAEMP, the project is in keeping with national policies and strategies like the National Health Policy 2003, MKUKUTA /NSGRP 2005, Health Sector Development Strategies including the Strategic Health Plan and Action Plan, MDGs, Vision 2025, National Policy on HIV/AIDS and Sectoral Policies, National Multi-Sectoral HIV/AIDS Framework I – III, MDAs / LGAs / CSOs / FBOs / Private Sector Strategic and Action HIV/AIDS Plans.

The National HIV/AIDS Policy states specifically that, “HIV/AIDS is a major development crisis that affects all sectors. The increasing number of AIDS related absenteeism from workplaces and deaths reflects the early manifestation of the epidemic leaving behind suffering and grief. Others include lowering of life expectancy, increasing the dependency ratio, reducing growth in GDP, reduction in productivity, increasing poverty, raising infant and child mortality as well as the growing numbers of orphans. The children under the age of ten years bear the brunt of the impact of AIDS and for them the impact is much longer lasting than for adults. The epidemic is a serious threat to the country’s social and economic development and has serious and direct implications on the social services and welfare. Given the high HIV prevalence in the society, and in the absence of cure, the devastating impact of the epidemic is incomprehensible.” (HIV/AIDS Policy, 2001).

In view of the above policy statement, the implementation of HAEMP, as an initiative to mitigate the effects of HIV/AIDS remains highly relevant to the people of Kagera, and bears a high priority to the nation.

8.2 Efficiency

Efficiency has been assessed by gauging the degree the outputs achieved derives from efficient use of financial, human and material resources. This entails comparing outputs against inputs.

The project management team in collaboration with multi-stakeholders was able to make significant progress in terms of utilization of available resources including human, financial and material as spelt out in the agreement between RFE and Matumaini Mapya. The results that have been registered thus far demonstrate the extent to which project inputs have been utilized. Efficiency was enhanced by:

- Experience gained during implementation of the HAEMP Round 7 project;
- The commitment of project management and staff;
- Trainings provided to project staff [BOCAR/RFE]; leaders, widows and caregivers, M&E volunteers;
- Community support in material and financial contributions;
- Close supervision and guidance given by district leadership; and
- Guidance from RFE/Deloitte

8.3 Effectiveness

An assessment was made on the extent to which the HAEMP objectives have been accomplished, taking the perspective of the users, the target groups. The general objective of the project was to “mitigate the HIV / AIDS effects in Kagera region”, while the specific objective was “to support widows, orphan caregivers, orphans and vulnerable children by providing care, protection and empowerment.

An assessment of the implementation status of the project shows that a number of planned activities, which are a pre-requisite to the realization of the specific objectives, have been accomplished (as elaborated in Annex of this report).

During a Stakeholders' workshop to deliberate on the HAEMP End Term Evaluation findings, the ranking of effectiveness for achievement of objectives was as indicated below:

Objective 1: Raise awareness of community members and leaders about HIV/AIDS and problems faced by OVC /MVC and literacy on legal rights for widows and caregivers HIGHLY SIGNIFICANT

Objective 2: Provide direct support for education to 150 HIV/AIDS affected primary, secondary and vocational school orphans and MVCs HIGHLY SIGNIFICANT

Objective 3: Monitor HAEMP funded activities and evaluate the same MODERATE

Objective 4: Raise legal literacy of 200 HIV/AIDS infected and affected widows and caregivers and empower the same economically HIGHLY SIGNIFICANT.

8.4 Sustainability

Sustainability of this project was assessed from institutional organization, knowledge empowerment, economic soundness, financial strengths, participation and ownership by beneficiaries.

Considering the institutional set HAEMP interventions are coherent and aligned with mainstream activities of village governments at grass-roots level, the Ward development committees and the district councils. The district leadership for Missenyi and Bukoba rural and the Bukoba municipal council is committed to increase financial support to reach a wider community. Community-based care and support to widows, caregivers and orphans has taken root thus forming the basis of ownership and active participation of the community members in all activities of the project even after its closure.

The beneficiaries met by the evaluation team testified that they got a lot of knowledge through training sessions and by reading various documents from HAEMP. The knowledge gained by beneficiaries is permanent.

The widows and caregivers have established productive income generation activities with sizeable profit margins to sustain the businesses and make them grow. The fact that they are maintaining records to track performance ensures the business to improve their economic soundness.

The beneficiaries are members of Matumaini Mapya SACCOS's and membership is increasing thus increased loanable funds through savings mobilization. The establishment of a self managed micro-finance facility ensures financial strength to guarantee the members to apply for business loans from financial institutions.

9.0 LESSONS LEARNT FROM THE HAEMP

9.1 The community based and participatory approaches and processes adopted while identifying the beneficiaries especially the neediest OVC/MVC and supporting them within the community itself ensures not only the integration of the vulnerable children and but also avoids further discrimination of orphans. The approaches give equal chances for all the children within the society and are open for all needy children. Another dimension is that the approaches use resources within the community, i.e. there is cost sharing in every undertaking to help the needy orphans. Had the HAEMP not involved the community members then every burden of caring for the orphans would have been thrown onto the project. The community knows what they need and also know that there are costs to be incurred in order to get what they need.

9.2 That Matumaini Mapya did not establish parallel structures to implement HAEMP at grass-root level and the fact that the Bukoba rural and Missenyi districts and the Bukoba municipal leaderships were involved from the very beginning had positively contributed to smooth implementation of the project. All the leaders supported the initiatives to reach the needy and take care of OVC/MVC, the widows and caregivers.

- 9.3 **The awareness on human and legal rights created and training** given to widows, caregivers and orphans has created not only the necessary knowledge but also the desire, courage and daring nerve to claim their rights to land and family properties. The formation of paralegal-women groups at the ward level which apart from advocacy roles they help the widows and orphans to formulate and sharpen their claims so that they are well articulated at the hearing fora.
- 9.4 The awareness created to widows and orphans on the importance of *Wills* (Wosia) and the training on *Will* writing is very promising for scaling up to benefit orphans and other vulnerable children, particularly children affected by HIV/AIDS. However, it should be promoted by training of Matumaini Mapya staff to engage in community outreach and education followed by simple written *Wills* to help safeguard key economic assets to sustain the households of the vulnerable.
- 9.5 The vocational training on occupational skills provided to the few orphans is commendable since it has not only given them the skills for productive occupations but rekindled self-esteem and hope for a meaningful life to the beneficiaries. Matumaini Mapya should follow-up those trainees and assist them to train others and multiply themselves thus reaching a wider coverage that would have a sizeable contribution to the community. Matumaini Mapya may go further to support formation of enterprise networks of those who have graduated in vocational training. Such networks would be made up of their own small enterprises, the training institutions, their suppliers of materials, their creditors and their customers. The institutions to network with might include VETA, SIDO, TEMESA, KFCB, NMB, and the SACCOS. The networks would allow small enterprises to be established, operate efficiently and effectively and to sustain profitable operations. Matumaini Mapya SACCOS could guarantee small business loans from NMB for the entrepreneurs who graduated from VETs so that their businesses grow.

- 9.6 The business skills imparted to widows and caregivers included creativity and innovativeness in formulating business ideas; establishment of business ventures; operating and managing businesses; recordkeeping; sources of funds for business ventures and proper utilization of funds for successful businesses. Indeed such knowledge has empowered the beneficiaries but Matumaini Mapya should not stop there. It should link the training initiative with the SACCOS to capitalize on the synergies that exist.
- 9.7 The Matumaini Mapya SACCOS to which every grant beneficiary is a member is a plausible sustainability strategy which apart from maintaining poverty focus, it gives emphasis to target group empowerment, entrepreneurship / business skills development, and access to micro - finance. The self-managed savings and credit scheme is likely to be replicable as the micro-lending plus business training model of Matumaini Mapya promising for expansion and replication especially for peri-urban and urban women.
- 9.8 The networking with other actors in the field including HUYAWA, TADEPA, KAWEF, FAMA, Red Cross, KADETF, KAYEN, PARTAGE Tz and many others (through KANGONET) like KAKAU, WORLD VISION, and WAMATA has facilitated a lot through cross-fertilization of strategies when working on similar situations with the same community members. Those CSOs and FBOs has a rich body of knowledge and experiences in the fields of policy and service delivery environment, household level care for orphans, education opportunities, health care, social security and protection and psychosocial support for the HIV/AIDS infected and affected people. The harmonization of strategies and approaches is commendable as it ensures best utilization of resources by avoiding duplication of efforts.

9.9 In the process of its implementation Matumaini Mapya was undergoing through a process of organizational development and capacity building by improving the efficiency and effectiveness of the organization to achieve its purpose and objectives for which it was established to fulfill. Organizational Capacity development included project management, performance and quality assurance; Monitoring & Evaluation; documentation of project achievements; governance and leadership; human resource development; financial management; external relations with donors, government, other CSOs; culture and identity; and gender relations improvement. The Matumaini Mapya leadership and management is stronger and more capable now than at the time of launching HAEMP. However, concerted efforts are needed towards improving its fundraising capacity and in monitoring and evaluation of its activities to document impacts on the livelihoods of the beneficiaries.

9.10 Compliance to Conditions of the Grants has not only enabled Matumaini Mapya to get all the money allocated to it but also cemented the good relations between the Organization and all donors. This creates further opportunities for continued partnerships and assistance in financial and capacity building avenues. And the donors, realizing the need for further capacity building, should consider continued assistance in those aspects.

10.0 STAKEHOLDERS' RESOLUTIONS

A one day stakeholders' workshop was organized jointly by Matumaini Mapya and the Evaluation Team to deliberate on the End Term Evaluation findings. The following resolutions were made:

ON PROJECT OBJECTIVES

- The HAEMP objectives have been achieved substantively;
- The project beneficiaries have recognized their rights, have received training, assistance, free grants and working tools;
- After receiving training the orphaned children be assisted to secure employment and raise their incomes by establishing income generating projects.

ON PROJECT STRATEGIES

- All the eight project strategies were realistic;
- Training in legal aspects pertaining to widows and orphans' rights has awakened and imbued the beneficiaries with legal knowledge to demand/ claim for their rights and defend their colleagues;
- Developing, printing and circulating documentaries has reached and enlightened a wider community;
- Children who graduate from VTCs be monitored to establish gains accruing from the training received, i.e. if they are self-employed on productive undertakings;
- Children who graduate from VTCs be facilitated to share the acquired knowledge and skills with their fellow needy ones in an effort to reach an expanded community at moderate costs;
- Education on legal rights imparted to the ward and area local authority leaders has enabled them arbitrate legally.

ON PROJECT EXECUTION

- The execution of HAEMP has, to a great extent, enabled the beneficiaries to cope with HIV/ AIDS related problems;
- Needs Assessment be undertaken always to establish what the needy would really wish to be assisted in (the felt needs);

CHALLENGES MET IN HAEMP

- Late receipt of funds from the RFE has negatively impacted on the project implementation. However, early and timely disbursements of funds by Firelight F, Flora FF, FCS helped the project implementers to continue with few activities
- Lack of vigil or constant monitoring and evaluation on the beneficiaries' income generating activities has resulted in some divulging the grant funds to uses other than agreed;
- Isolated cases of some unintended beneficiaries crept in, thence urge for a thorough vetting and involvement of the community leaders;
- The RFE's "GMS Reporting System" through the internet, has met problems through poor communication network and due to inadequate exposure on how it operates.

ON WHAT HAD THE STAKEHOLDERS LEARNT?

- The coming of HAEMP has reduced community problems through community awareness and education on various entrepreneurial skills imparted in orphaned children;
- HAEMP has, to some extent, boosted community incomes through:
 - Free grants to widows and caregivers
 - Knowledge on entrepreneurial skills
- Inviting stakeholders to participate in various workshops and conferences has enriched stakeholders' cooperation and enlightenment on community issues;
- Openness and proper use of HAEMP's assets has, to a great extent, enhanced project achievements;
- There is notable accountability and good governance in Matumaini Mapya.

11.0 APPENDICES

Appendix 1: Terms of references

REQUEST FOR PROPOSALS / QUOTATIONS TO PROVIDE SHORT - TERM CONSULTANCY SERVICES FOR END - TERM EVALUATION OF HIV / AIDS EFFECTS MITIGATION PROJECT (HAEMP).

Background

Matumaini Mapya is a non-governmental organization based in Bukoba that works in empowering women, orphans and vulnerable children. Founded in 1997, Matumaini Mapya's activities are dedicated to mitigating the effects HIV / AIDS the root cause of orphan and widowhood in its operational area.

Early last year, Matumaini Mapya secured funding from Rapid Funding Envelope (RFE) to implement a short - term HIV / AIDS effects mitigation project in Kagera region. Together with that RFE's funding Matumaini Mapya succeeded to secure funds from Firelight Foundation (USA) to support orphaned and most vulnerable school children; Flora Family Foundation (USA) as a general support fund for organization programs; and The Foundation for Civil Society (Tanzania) to support the "Widows' Right to Inheritance Project."

This is a call for proposals for consultancy services for carrying out an End-Term Evaluation of this project during the month of April, 2013.

Objectives

The overall objective of the evaluation is to ascertain the effectiveness of strategies applied and the performance of HAEMP in interventions supported by above-mentioned donors in respect to widows, orphan caregivers, orphans and vulnerable children care, support, protection and empowerment in Bukoba rural, Bukoba municipal and Missenyi districts.

Requirements

HAEMP is a multi-donor funded project which has been implemented over the last 12 months in three districts of Kagera region namely Bukoba Municipal, Bukoba rural and Missenyi. Its general thrust is mitigation of HIV/ AIDS effects among widows, orphan caregivers, orphans and most vulnerable children. The main project activities included the following:-

- Widows and caregivers empowerment; business skills training; awareness creation on women's and children's rights; laws and by-laws, and policies that directly affect them such as land rights, inheritance laws, gender-based violence, etc;
- Give grants to 200 trained widows and care givers to start / improve their IGAs;
- Provide direct education support to 150 OVC / MVCs in primary, secondary and vocational schools;
- Raise community awareness on HIV/ AIDS prevention, widows and OVCs rights.

Matumaini Mapya now invites interested eligible individuals or firms to submit their proposals indicating their capacity / capability to undertake the consultancy. The technical proposal should include detailed individual or organizational profile, description of similar assignments and experience in similar conditions, detailed methodology, elaborate work plan and Gantt chart. The financial proposal should include a detailed budget, proposed terms and schedule of payment.

Scope of work

The following are the tasks of the evaluation study:-

- Review existing project documents and reports to learn about the project and how implementation was undertaken to achieve results, i.e. outputs and outcomes.
- Determine the relevance, effectiveness and impact of project interventions in the light of their objectives.
- Learn and document the levels of achievement of program outputs and their intended and unintended outcomes and impacts that the outputs have caused on

the target and non-target groups over the last 12 months of project implementation.

- Assess project performance i.e. how well the project was implemented, find out to what extent project objectives have been achieved, changes for individuals, families, groups, communities etc. of program outputs, and any wider health, economic and social impacts that arose from the project.
- Analyze and document key lessons learnt, best practices, outcomes and impacts (negative and positive) that can influence future designs and means to sustain HAEMP benefits.
- Measure the extent to which HAEMP has contributed to the overall donors' objectives.

Study outputs

At the end of the evaluation exercise, the consultant will present her / his findings to a multi-stakeholders' workshop and a draft report. The final report will be produced taking into account comments made during the workshop. The final report will be submitted in one soft copy and two hard copies within one week after the workshop'

Duration

The duration of the assignment is 21 days in total.

Interested consultants may obtain further information at the address below. Completed proposals must be sent to or delivered at the address below by 5.00 pm on the 29th day of April, 2013.

The Coordinator

Matumaini Mapya,

Zamzam Street,

P. O. Box 1863, Bukoba Tanzania.

Email: kagde2002@yahoo.com; info@matumainimapyo.or.tz

Appendix 2: List of people interviewed

1. Mr Robert Kwela Community Development Officer – Bukoba Municipal Council
2. Mr Japhet Kanoni CHAC, Community Development Officer – Bukoba Municipal Council

Name	Occupation	Location	Mobile	Address
1. Ms Editha Jasson	WE	BM	0754285250	
2. Ms Alinda Shegesha	WE	BM	0757676860	
3. Ms Bibiana Lwekamwa	WE	BM		P. O. Box 491, Bukoba
4. Ms Lydia Emmanuel	WE	BM	0754870014	
5. Ms Rosemary J. Kato	WE	BM		P. O. Box 301, Bukoba
6. Ms Scolastica James	WE	BM	0785173163	
7. Hadija Saidi	WE	BM	0713613721	
8. Ester Deogratias	WE	BM	0768383655	P. O. Box 266, Bukoba
9. Regina Protase	WE	BRD	0782020804	
10. Mariana Deus	WE	BRD	0782188660	
11. Ester Phillippo	WE	BRD		P. O. Box 98, Maruku
12. Anglestina Gervase	WE	BRD		P. O. Box 98, Maruku
13. Ruth K. Method	WE	BRD		P. O. Box 729, Maruku
14. Stephania Jacob	WE	BRD	0689463669	
15. Jaqueline Barongo	VET	MD		P. O. Box 124, Gera
16. Antonius Deusdedit	VET	MD		P. O. Box 124, Gera
17. Mary Frank	VET - Ntoma	BRD		P. O. Box 98, Maruku
18. Ezbon Kashaga	VET - Ntoma	BRD		P. O. Box 98, Maruku
19. Leocadia John	VET - Kashozi	BRD	0685877190	
20. Jenesitha Martin	VET - Kashozi	BRD	0685877190	
21. Sadick Muterani	VET - KAGERA	BM		P. O. Box 906, Bukoba
22. Lucia Abel	VET - KAGERA	BM		P. O. Box 906, Bukoba
23. Neema Samson	DAN Computer I	BM		P. O. Box 700, Bukoba
24. Ismail Samson	-do-	BM		P. O. Box 700, Bukoba
25. Erick Kilimba	VET - Kashasha	MD		P. O. Box 98, Kashasha
26. Anastella Eustace	VET - Kashasha	MD		P. O. Box 98, Kashasha

NOTE WE = Widow Entrepreneur; VET = Vocational Education Training;

BM = Bukoba Municipality; BRD = Bukoba Rural District; MD = Missenyi District

Appendix 3: Interviewee participation in HAEMP interventions

Beneficiary	Area of engagement / participation in HAEMP				
Name	HIV Preven tion	OVC/ MVC Care & Support	HIV Impact Mitigation	IGAs	Direct educational support
1. Ms Editha Jasson	✓	✓	✓	✓	✓
2. Ms Alinda Shegesha	✓		✓	✓	✓
3. Ms Bibiana Lwekamwa	✓	✓	✓	✓	✓
4. Ms Lydia Emmanuel	✓	✓	✓	✓	✓
5. Ms Rosemary J. Kato	✓	✓	✓	✓	✓
6. Ms Scolastica James	✓		✓	✓	✓
7. Hadija Saidi	✓	✓	✓	✓	✓
8. Ester Deogratias	✓	✓	✓	✓	✓
9. Regina Protase	✓		✓	✓	
10. Mariana Deus	✓		✓	✓	
11. Ester Phillipop	✓		✓	✓	
12. Anglestina Gervase	✓		✓	✓	
13. Ruth K. Method	✓		✓	✓	
14. Stephania Jacob	✓		✓	✓	
15. Jaqueline Barongo	✓		✓		✓
16. Antonius Deusdedit	✓		✓		✓
17. Mary Frank	✓		✓		✓
18. Ezbon Kashaga	✓		✓		✓
19. Leocadia John	✓		✓		✓
20. Jenesitha Martin	✓		✓		✓
21. Sadick Muterani	✓		✓		✓
22. Lucia Abel	✓		✓		✓
23. Neema Samson	✓		✓		✓
24. Ismail Samson	✓		✓		✓
25. Erick Kilimba	✓		✓		✓
26. Anastella Eustace	✓		✓		✓

Appendix 4: List of participants to stakeholders' workshop, ELCT Bukoba Hotel 28th May 2013

S/N	NAME	TITLE	WARD/VILLAGE ORGANIZATION	ADDRESS
1	Federes G. Kokuletage	Mjumbe	Hamugembe	0754327921
2	Lydia Emmanuel	Mjumbe	Kashai	0754870214
3	Thadeus Buberwa	Muwezechaji	Nshambya	0755740822
4	Julius Ponsian	Mjumbe	Miembeni	0784558127
5	Anchilla Rweyendela	Mjumbe	Kashai	0766014158
6	Hamimu Ibrahim	Mjumbe	Hamugembe	0762411384
7	Dr Jonathan Stephen	Mkurugenzi	TADEPA	0713515826
8	Jasintha Tefurukwa	WEO	Kashai	0784370300
9	Erasto Kishula	Mjumbe	ELCT-NWD	0787456636
10	Adalbert Michael	K.n.y. Mkurugenzi	TAMA	0759215360
11	Diana Jasson	CHAC	Bukoba Municipal	0713470210
12	Jesca Justine	Mjumbe	Bukoba Municipal	0655947740
13	Merina Joseph	Mjumbe	Bukoba Municipal	0753375287
14	Aristides Musheshe	Mjumbe	ELCT-NWD	0754415405
15	Agnes Archard	Mjumbe	Bukoba Municipal	0768078919
16	Felician Rugemalira	Mjumbe	Bukoba Municipal	0786438521
17	Japhet M. Kanoni	Mjumbe (DSWO)	Bukoba Municipal	0764 966900
18	Switbert Theobard	Mjumbe	Rwamishenye	0762411159
19	Gosbert Kaserwa	Mjumbe	Matumaini Mapya	0783 500905
20	William A.Buberwa	Mjumbe (WEO)	Buhendangabo	0787 112179
21	Deudeddit M. Rweyemamu	Mjumbe	Izimbya	0786 843904
22	Ruth K. Method	Assistant M&E Officer	Katoma	0786 466686
23	Faustine Rwelamila	Mjumbe	Bujugo	0784 456850
24	Anglestina Gervas	Mjumbe	Maruku	0782234540
25	Jonathan Makwaru	Mjumbe (Mgane)	Rubafu	0755674454
26	Lusticus c. Rwelengela	K/Kiti Matumaini Mapya	Ibwera	0754521161
27	Ahmed Isaack	CHAC	Bukoba Rural Dist	0717603571
28	Jasson M. Kamala	Principal	Kashasha VTC	0754 515343
29	Katabaro R. T	CHAC	Missenyi District	Box 38 Kyaka

30	Stella Gabriel	WEO	Bugorola	Box 38 Kyaka
31	Amudy a. Migeoyo	Diwani	Bugandika	Box 38 Kyaka
32	Edia Jakob	Mjumbe	Kata Nsunga	Box 30 Kyaka

Appendix 5:
Breakdown of RFE budget and actual expenditure by activities
(TZS)

ACTIVITIES	Qtr 1		Qtr 2		Qtr 3		Qtr 4		Total	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Activity 1: Make initial project preparations	1,535,000	710,000	-	825,000	-		-		1,535,000	1,535,000
Activity 2: Train widows and caregivers	39,818,100	26,785,000	26,545,400	13,033,100	-	25,276,000	-	1,202,645.5	66,363,500	66,296,745
Activity 3: Offer grants to widows and caregivers	29,040,000	19,360,000	19,360,000	9,980,000	-	19,360,000	-	0	48,400,000	48,700,000
Activity 4: Sensitize the community on HIV/AIDS	13,195,500	6,000,000	-	7,195,000	-	0	-	0	13,195,500	13,195,000
Activity 5: Support vocational school OVC/MVC	-	0	7,037,280	0	12,510,720	0	-	16,938,400	19,548,000	16,938,400
Activity 6: Undertake project routine monitoring	524,900	0	9,579,425	524,900	3,018,175	663,000	-	5,612,167	13,122,500	6,800,067
Activity 7: Participate in AIDS day celebrations	-	0	-	0	1,890,500	1,327,500	-	0	1,890,500	1,327,500
Activity 8: Undertake project final evaluation	-	0	-	0	-	0	6,360,000	5,360,000	6,360,000	5,360,000
Activity 9: Project Management	11,218,165	7,145,000	8,889,867	4,073,165	8,886,967	13,174,689	-	13,037,454	28,995,000	37,430,308
Total expenditure (Direct Cost)	95,331,665	60,000,000	71,411,972	35,631,165	26,306,362	59,801,189	6,360,000	42,150,666	199,410,000	197,583,021
Total Project Cost (G)	95,331,665	60,000,000	71,411,972	35,331,665	26,306,362	59,801,180	6,360,000	42,150,667	199,410,000	

Appendix 6: Vision Mission and Values of Matumaini Mapya

Vision

- Matumaini Mapya envisages having a society in which men, women and children enjoy equal rights and opportunities regardless of their sexes or any other status.

Mission statement

- To contribute to efforts of women and children's rights stakeholders in building a society in which all human beings regardless of their statuses will have equal rights, opportunities, dignity, acceptance, and support.

Objectives

- To increase community awareness and understanding about women's and children's rights;
- To stand for and promote women's and children's rights;
- To enhance the abilities of widows and orphan caregivers to engage in income-earning businesses;
- To support widows' and caregivers' initiatives to start, develop and manage income-earning businesses;
- To provide direct support for education of orphans, vulnerable and most vulnerable children (OVC/MVC);
- To identify, collaborate and network with other civil society organizations (CSOs) interested or engaged in promoting women's and children's rights.

Values

Matumaini Mapya's values are the underlying principles by which we operate. They are the core beliefs and assumptions that guide and characterize our work.

- **Belief in resilience and strength of women and children**

Women and children are the present and future. We believe that women and children are resilient and are able to rise above many challenges. We believe that women and children should be treated as partners, present and future leaders, and important community members worth listening to rather than as mere housewives and recipients of services.

We encourage others to value women and children in this way. We believe that women and children are experts in their own lives and that we should take seriously what women and children are saying.

- **Respect for community ownership and local leadership**

As grantee and community projects implementer, we are careful not to undermine community ownership. A community's ownership and investment in finding its own solutions to local problems is essential to sustainability of many projects we implement. We seek to learn from and work in partnership with the community and local leadership. Our philosophies and strategies are informed by practical experiences in the field. We listen to members of our target communities and we adopt our strategies accordingly to become more effective.

- **Being a Learning Organization**

To say that we are a learning organization is to acknowledge that we are continually developing and evolving. We learn by doing, and we extend our learning through data collection, analysis, documentation and reflection. We strive to stay informed through observing what is happening on the ground, participating in relevant networks, keeping abreast of research and development in the field, and maintain good communication with key partners.

- **Being Collaborative**

We value collaboration for many reasons, but first and foremost because we know that the scale and scope of the problems arising from violation of women's and children's rights in Africa requires it. We actively engage in networking and in sharing information, resources, and ideas with peer organizations. We initiate strategic partnerships with like-minded organizations to extend the impact of our efforts by facilitating information exchange, enabling joint advocacy on key issues, and encouraging the leveraging of funds.

- **Investing in Professional Staff and outside expertise**

Our staff is informed and experienced in grants management and is credible and respected in the wider donor community and in the field. The high caliber of Matumaini Mapya team differentiates and enables our work as grantee-organization. We support internal communication and team building, and we invest in the well-being and professional development of our staff. We further seek to deepen and broaden our expertise and effectiveness through a wide circle of advisors, consultants, and other outside sources.

- **Maintaining internal and external consistency**

We strive to ensure that the values and approaches we promote externally are embodied internally, and are reflected in all of our relationships, communication and policies.

Appendix 7: HIV/AIDS effects interactions and relationships

