

RESEARCH PROGRAM ON

Livestock and Fish

More meat, milk and fish by and for the poor

Report of a workshop to develop a monitoring, learning and evaluation framework for the 'More Milk in Tanzania' project

Dar-es-Saalam, Tanzania, 9-10 May 2013

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Introduction

A workshop was held 9-10 May 2013 at Kunduchi Beach Hotel & Resort in Dar es Salaam, Tanzania to begin to develop a monitoring, leaning and evaluation (MLE) framework for the More Milk in Tanzania (MoreMilkiT) project that is being implemented over the next 3.5 years (2013-16). Representatives of the following organizations involved in project implementation participated: SUA, Heifer, SNV, TNS, TALIRI TDB and ILRI/CIAT. This is a pilot project under *Maziwa Zaidi*, the local term for the CGIAR Livestock and Fish Program in Tanzania. Preceding this workshop was a two-day meeting to develop the impact pathway for "*Maziwa Zaidi*". The place of MoreMilkiT in the *Maziwa Zaidi* Program is captured in Figure 1.

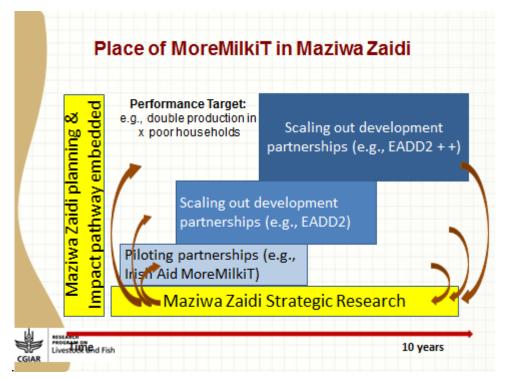


Figure 1. Relationship between Maziwa Zaidi and MoreMilkiT

Workshop objectives

The workshop objectives were to:

- 1. Re-visit MoreMilkiT activities, roles and responsibilities.
- 2. Draft a Monitoring, Learning and Evaluation (ML&E) framework.
- 3. Agree on how ML&E will be implemented.

Day 1: May 9th 2013

The workshop opened by self-introduction exercise facilitated by Isabelle Baltenweck. This was followed by a stage setting presentation by Amos and Isabelle, outlining the workshop objectives and establishing participants' expectations. In light of the linkage between impact pathways, theory of change and ML&E, Michael Kidoido led participants through a recap of the just concluded *Maziwa Zaidi* Impact Pathway (IP) workshop that had agreed on a common vision for Tanzania dairy VC and potential indicators of success to be targeted in improving the VC.

Roles and responsibilities of project partners

After the introductory exercises, project partners made presentations on their expected roles and responsibilities, which are outlined below.

- 1) Roles of Heifer International
 - a) Developing scalable VCs through the following activities:
 - i) Awareness creation at the district level
 - ii) Facilitating emergence of common interest groups
 - iii) Conducting training needs assessment
 - iv) Offering training on group dynamics and governance of groups and hubs
 - v) Facilitating formalization of constitutions for new groups
 - b) Facilitating operation of dairy marketing hubs (DMHs)
 - c) Facilitating knowledge sharing among groups and hubs through exchange visits and exhibitions
 - d) Strengthening actors and their organizations

These activities will be undertaken in 30 villages in Morogoro (Kilosa and Mvomero) and Tanga (Handeni and Lushoto) regions targeting 4800 beneficiaries and will involve working directly with 160 farmers.

- 2) Roles of SNV
 - a) Support the development of DMHs through the following activities:
 - i) Training VC actors on business skills so that they develop a business approach in running their dairy enterprises
 - ii) Enhancing actors' timely access to appropriate market information
 - iii) Facilitating linkages to various services such as markets, finance etc. as well as strengthening existing linkages

3) Roles of Tanzania Dairy Board (TDB)

TDB has the responsibility of ensuring quality assurance across the entire VC and facilitating communication in the dairy sector in Tanzania. This will be achieved through:

- i. Awareness creation and mobilization of actors
- ii. Training and certification of trainers
- iii. Developing capacity for accreditation and certification
- iv. Developing guidelines for quality control
- v. Improving communication among stakeholders in the industry
- vi. Certifying trained milk traders
- 4) Roles of MilkIT Project

Mattes arising from partners' presentations

- Selection of farmers should take into account equitable gender representation
- The project does not have a pre-determined number and form of hubs the hubs can change in form over time and one area can have more than one type of hubs.
- There is need for information sharing among project partners in order to avoid confusing farmers

Monitoring, Learning and Evaluation

After the partners' presentations, the stage was set for the development of an ML&E framework. Isabelle provided a background to the ML&E approach to be applied to the MoreMilkiT project. It was noted that the approach will involve monitoring outcomes, unlike previous approaches that have largely focused on monitoring activities and outputs. Hence the need for a monitoring plan that links process, annual operating plan and budget. It was also noted that learning takes place throughout project implementation stages and should therefore be planned and documented. This background setting was augmented by sharing of ML&E experiences from EADD projects in Kenya and Tanzania. The presentation by Paul of EADD outlined 3 things: *what we need, what we can afford and what we need to avoid*.

Group work:

Participants were separated into two groups based on the two objectives of the project with the task of:

- Reviewing the logic flow of outputs and outcomes from project activities
- Reviewing activities and agreement on assigning tasks to partners
- Identifying the monitoring and learning components

Day 2: May 10th 2013

The second day of the workshop was spent on completion of group work and agreeing on the project coordination mechanism and rules of engagement.

Group work outputs

While the groups were able to pin down the specific activities and assign partners to these activities, it was not possible to come up with a clear ML&E framework from the group discussions.

Coordination mechanism

The following issues were discussed and agreed on as a means to successful implementation of the project:

- There should be one project coordinator charged with overall coordination of project activities while each partner organization will have a focal person (at a lower level than the coordinator). The focal persons must be available to devote time to the project. The coordinator and the foal persons form the project coordinating team
- There should be annual planning and reviewing meetings to review progress towards achievement of objectives and to share findings.
- There is need for an on-line platform for posting documents, sharing calendars etc., maybe a website if possible.
- Each partner should ensure sufficient staffing for successful project implementation
- Partners will work to optimize on resource use e.g., sharing of vehicles when going to the field
- A project logo to be developed and used on all project documents

Principles of engagement

Since project implementation will involve different partners working with the same group of clients, it was felt that there is need for uniform code of engagement to avoid potential conflict that could jeopardize successful implementation of the project. These norms will be adhered to by every project partner.

- Project implementation partners should engage appropriate actors at the regional and district level on a regular basis to ensure continued support at the grassroots and to enhance entry into the project areas.
- If a meeting is convened to gather information and the meeting takes place outside the village then participants should be reimbursed transportation cost and lunch should be provided if the meeting lasts more than 3 hours.
- All participants should be invited for feedback meetings
- Meeting venues: If the meeting involves more than one village, the venue should be at a location that is central to all villages involved
- There is need to partner with the right people who can help in delivering the project outcomes. The project should make use of village extension officers, livestock officer and village executive officer to reach out to members of the project villages.

Wrap-up and next steps

What	Who	When
Workshop report	Amos and James	24/0513
Villages selected for hub establishment	Salim	End of May, 2013
Project coordinator + organizations' focal persons identified	All to discuss and report to Amos	End of May, 2013
Participation in Milk Week in Songea – 29/05	Maziwa zaidi; TDB; DDF; advisory committee	
Gender mainstreaming	Alessandra	Presentation at the RPM
Finalize budget and partnership agreements	Amos, Maria Benedict and Agnes	End of May, 2013
Review and Planning Meeting (RPM)	All with Amos coordinating	3 rd week of September, 2013
Year 1 work plan	Maria (Objective 1) Amos (Objective 2 + 3)	June 2013

Workshop participants

Name		Organization	Email
1.	Agnes Assenga	Heifer International	Agness.assenga@heifer.org
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14.	Luke Korir	ILRI	l.korir@cgiar.org



Year 2013/14 – Heifer led

MoreMilkIT: Heifer WORKPLAN and MILESTONES

		= CO	mpleted		= onį			=	pending									
Activity Milestones					YEA	R 2013							YEAR 20	014				
activity milestones				Qtr3			Qt				Qtr1				Qtr2		Complementary SNV/TDB/ILRI	
L	Heifer Indicators (Yr 1)	Jul		lug	Sep	Oct			Dec	Jan	Feb		lar	Apr	May	Ju		Comments
					9 10 11 12	13 14 15	16 17 18	19 20 2	1 22 23 24	25 26 27 2	8 29 30 31	32 33 34	35 36 3	7 38 39 40	41 42 43	44 45 46	47 48	
bjective 1: Develop scalable value chains approaches with improved organizations and institution		and fema	le house	holds														
utput 1.1 Vibrant, well organized, and sustainable DMHs delivering demand-led inputs develope stablish and Operate DMHs	d			_														
																	ILRI: Feedback with VC actors to validate	
.1. Awareness creation at village level (includes <i>identification</i> of loose interest groups and presenting	# meetings; # cattle keepers																results of rapid VC assessment and for	
esults of the research at local level)	mobilised																feedback on potential interventions	
2. Facilitate/stimulate emergence of Interest Groups, by actor type (cattle keepers/milk vendor/SP) and	1600 cattle keepers																	
entify the actor type that will be the pivot of the DMH (at least 20% of the villages reached by dec)	registered																ILRI: develop tool; TDB: Assist to mobilize traders and BDS providers; SNV: Conduct	
	10 BDS; 30 traders; vol of																training needs assessments for emerging	
3. Identify entry points for organising/emergency of interest groups	milk																interest groups; validate the capacity building	
																	(CB) plan with each interest group/individuals	
																	to prioritize with them for ownership	
4. Support training needs assessments for all interest groups and individual BDS (identify constraints,	CB plan, other needs e.g.,																	
ctivities to engage, financial needs, market info needs, technical needs).	more research # meetings &																II Di Comence entire internationale de la comence	
.5. Participate in project review and planning meetings	# meetings & recommendations																ILRI: Convene project review and planning meetings	
o, r anopus in project offer and paining meenings																	mounga	+
	1600 cattle keepers in																	
6. Facilitate group formation (include dynamics, governance, constitution and registration)	groups; 10 DMHs																	
																	SNV: Develop appropriate business models	
7. Implement business model(approach to address the constraints; include facilitation of emergency of	10 BDS; 30 traders; vol of																(approaches to address identified constraints	
usiness networks)	milk																and facilitate emergence of business	
																	networks); TDB: Complementary training and	Target hanging fruits, do one round, another of business linkages across
8. Facilitate the negotiation between different actors	1600 cattle keepers linked																certification	districts
						+											SNV: Development of business plans for BDS	
																	providers (linked to Agri-hub Tanzania	
	1600 cattle keepers; 10																incubation program) to inform training on diary as a business: TDB: Complementary	
9. Conduct training on dairy as a business (business attitude)	BDS; 30 traders; vol of milk																training and certification	
																	SNV: Make follow-up visits to concretize deals	Draws from VC info from the research
	1600 cattle keepers; 10																and organize service delivery systems	platforms, sharing etc
.10. Support actors with market information on an on-going basis	BDS; 30 traders; vol of milk																	
																		Draws from info from research, platfo
																	TOD Double of the second sec	sharing etc; use training materials fro
																	TDB: Provide manuals on quality assurance	Heifer and TDB for on-farm targeted
11. Support actors with technical information	1600 cattle keepers;																	coaching etc.
	# reps of 1600 cattle																	
.12. Facilitate knowledge sharing exhibition, exchange visits (business and technical needs)	# reps of 1600 cattle keepers;																	
Test comment recentlodge onlaring ovinceron, overlange viole (buainess and featimital needs)							المعالمة المعالم											+
																	SNV: Facilitate the negotiation between the	
																	different actors through business-to-business	
.13. Support actors to link with financial institutions (VICOBA, Banks, SACCOS etc). Based on business	1600 cattle keepers; 10																(B2B) forums/workshops to reinforce training	
ans of different actor (s)	BDS; 30 traders; vol of milk																on diary as a business.	
Output 1.2 DMHs governance strategies strengthened through non-formal trainings	.,																	1
~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~																	SNV: Strengthening TAMPRODA	
																	governance and community-level to	
																	support emerging DMHs (linked to	
1 Facilitate linkages between village-level feed innovations platforms, other DMHs and TAMPRODA	1600 cattle keepers linked																emerging Feed Innovation Platforms)	
										1							SNV: Strengthen DDF Secretariat's	
																	SNV: Strengthen DDF Secretariat's capacity on communication, linked to	
2 DMI Is with Asri but TZ and DDE initiations as seminariantian	10 DML la linkad																Agri-hub Tanzania	
<ol><li>DMHs with Agri-hub TZ and DDF initiatives on communication</li></ol>	10 DMHs linked																	1

## Annex 2. Project Work plan for Year 2013/14 – TDB led

TDB Work Plan	Jun	ie, 2	201:	3 -	May	y, 20	013	•																												
	TDE																																			
																								n act	ivity	und	er th	e lar	ger	umb	rella	Pro	ject "	More	Milk	in
	Tan						/ ma	arke	t hul	os fo	or pr	ro-po	oor s	smal	lholo	der v	alue	cha	ains i	n Ta	anza	nia)		_					_							
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Month		un-13			ul-13			ug-1			Sep-1			Oct-1			ov-13			ec-13			lan-1	4		Feb				ar-14			pr-14		May	
Week	1 2	3	4	12	3	4	1 2	3	4	1 2	2 3	4	1 2	2 3	4	1 2	3	4	12	3	4 ⁻	1 2	3	4	1	23	3 4	1	2	3	4	1 2	3 4	1 1	2 3	3 4
Output 1.Awareness creation and mobilisation among key dairy stakeholders in the Kilosa, Mvomero, Lushoto and Handeni on T& C scheme for milk traders																																				
1.1 Scoping visit to identify potential traders and service providers (Kilosa, Mvomero, Lushoto and Handeni) Brief LGA on workplan for T&C of BDSS																																				
1.2 Project Inception meetings Awareness creation at local government level in pilot sites involving key dairy stakeholders - Local site (Kilosa, Mvomero, Lushoto and																																				
2.0 Training and certification scheme implemented																																				
2.1 Training materials updated and made available											T			T								Τ											T			
3.0 Capacity for TDB to establish and manage an accreditation and certification						П																														
3.1 Purchase computer and two lactoscan																																				
3.3 Identify business opportunity and engage potential service providers (Implented by SUA and ILRI)																																				
3.4 Selection and accreditation of potential service providers in the project sites																																				
3.5 Carry out induction of service providers Purchase of demonstration kits for BDS																																				
Output 4. Guidelines for quality assurance improved																																				
4.1 Review existing regulatory and quality assurance guidelines and integrate training and certification into them ( Develop popular version of Dairy Industry Act and it's																																				
4.3 Identify and carry out the training/empowerment of LGA inspectors in target areas and equip them																																				
Output 5. Trained milk handlers and traders certified																																				
5.1 Review current certification requirements and certification of milk trader																																				
5.2 Milk Traders training																																				
Output 6. Promotion of training and certification scheme and BDS service provision	on																																			
6.1 Review strategy for localized and national awareness creation j																																				
6.2 Implement promotion and communication strategy																																				
6.3 Design branding materials and organise quality award schemes																																				
Output 7.0 Increase communication among dairy stakeholders																																				
7.1.Support National Dairy Development Conference																																				
7.2 Facilitate establishment and operation of Dairy Development Forum (DDF)																																				
7.3 Facilitate formation of key stakeholders organisations up to regional level								Τ																												
Output 8. Monitoring and Evaluation																																				
8.1.Develop and Implement an impact measurement and indicator tracking system for the whole project (M&E follow up for feedback - continous)																																				