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

Compiled by James Rao, Isabelle Baltenweck and Amos Omore

www.livestockfish.cgiar.org
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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, learning 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](image)

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 9\textsuperscript{th} 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 Kidido led participants through a recap of the just concluded \textit{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 focal 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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Agnes Assenga</td>
<td>Heifer International</td>
<td><a href="mailto:Agness.assenga@heifer.org">Agness.assenga@heifer.org</a></td>
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<td>2. Maria Ijumba</td>
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<td>3. Deogratious G. Mlay</td>
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<tr>
<td>4. Salim W. Nandonde</td>
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<tr>
<td>5. Msangya Msangya</td>
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<tr>
<td>6. Alessandra Galie</td>
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<tr>
<td>7. James Rao</td>
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<tr>
<td>8. Paul Nabwin</td>
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<td>9. Lusato Kurwijila</td>
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</tr>
<tr>
<td>10. Brigitte Mass</td>
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<td><a href="mailto:B.maass@cgiar.org">B.maass@cgiar.org</a></td>
</tr>
<tr>
<td>11. Isabelle Baltenweck</td>
<td>ILRI</td>
<td><a href="mailto:i.baltenweck@cgiar.org">i.baltenweck@cgiar.org</a></td>
</tr>
<tr>
<td>12. Amos Omore</td>
<td>ILRI</td>
<td><a href="mailto:a.omore@cgiar.org">a.omore@cgiar.org</a></td>
</tr>
<tr>
<td>13. Michael Kidoido</td>
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</tr>
<tr>
<td>14. Luke Korir</td>
<td>ILRI</td>
<td><a href="mailto:l.korir@cgiar.org">l.korir@cgiar.org</a></td>
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Annex 1. Project
Work plan for
Year 2013/14 – Heifer led
### MoreMilkiIT: Heifer WORKPLAN and MILESTONES

#### Activity Milestones

<table>
<thead>
<tr>
<th>Heifer Indicators (Yr 1)</th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
<th>Q1 2014</th>
<th>Q2 2014</th>
<th>YEAR 2014</th>
<th>Complementary SNV/TDB/LRI roles</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establish and Operate DMHs</strong></td>
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</tr>
<tr>
<td>1. Awareness creation at village level (includes identification of key stakeholders and presenting results of the research at the local level)</td>
<td>1600 cattle keepers linked</td>
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<td></td>
<td>2. DMHs linked with Agri-hub TZ and DDF initiatives on communication</td>
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<tr>
<td>2. Facilitate/determine emergence of Integrated Groups, by actor type (cattle keepers/milk vendor/SP), and identify the actor type that will be the pivot of the DMH (at least 20% of the villages reached by Dec)</td>
<td>1600 cattle keepers linked</td>
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<td></td>
<td>3. Identify entry points for organising emergent Interest groups</td>
</tr>
<tr>
<td>3. Identify entry points for organisational/practical needs of integrated groups</td>
<td>10 BDS; 10 traders, vol of milk</td>
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<td></td>
<td>4. Support training needs assessments for all interest groups and individual BDS (identify constraints, critical to engage, financial needs, market info needs, technical needs)</td>
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<td>4. Participate in project review and planning meetings</td>
<td>Meetings &amp; recommendations</td>
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<td>5. Conduct training on dairy as a business (business attitude)</td>
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<td>6. Facilitate the negotiation between different actors</td>
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<td>7. Implement business model/approach to address the constraints, including facilitation of emergence of business networks</td>
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<tr>
<td>7. Conduct training on dairy as a business (business attitude)</td>
<td>1600 cattle keepers linked; 10 BDS; 10 traders; vol of milk</td>
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<td>8. Facilitate the negotiation between different actors</td>
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<td>8. Facilitate knowledge sharing/exhibition, exchange visits (business and technical needs)</td>
<td>1600 cattle keepers linked</td>
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<td>9. Support actors with technical information</td>
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<td>1600 cattle keepers linked</td>
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<td>10. Support actors with market information on an on-going basis</td>
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<tr>
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<td>1600 cattle keepers linked; 10 BDS; 10 traders; vol of milk</td>
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<td>11. Support actors with technical information</td>
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<td>1600 cattle keepers linked</td>
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<tr>
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<td>10 BDS; 30 traders; vol of milk</td>
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<td></td>
<td>13. Support actors to link with financial institutions (VICOBA, Banks, SACCOS etc.) Based on business plans of different actor(s)</td>
</tr>
<tr>
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<td>Output 1.2 DMHs governance strategies strengthened through non-formal trainings</td>
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#### Objective 1: Develop scalable value chains approaches with improved organizations and institutions serving smallholder male and female households

- **Establish and Operate DMHs**
- **Support actors with technical information**
- **Support actors with market information on an on-going basis**
- **Support actors with technical information**
- **Facilitate knowledge sharing/exhibition, exchange visits (business and technical needs)**

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

### 2.0 Training and certification scheme implemented

2.1 Training materials updated and made available

2.2 Identification of business opportunity and engage potential service providers (implemented by SUA and ILRI)

2.3 Selection and accreditation of potential service providers in the project sites

2.4 Carry out induction of service providers - Purchase of demonstration kits for BDS providers

### Output 2: 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 its regulations)

4.3 Identify and carry out the training/empowerment of LGA inspectors in target areas and equip them

### Output 3: Trained milk handlers and traders certified

5.1 Review current certification requirements and certification of milk traders

5.2 Milk Traders training

### Output 4: Promotion of training and certification scheme and BDS service provision

6.1 Review strategy for localized and national awareness creation

6.2 Implement promotion and communication strategy

6.3 Design branding materials and organise quality award schemes

### Output 5: 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

### Output 6: 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 - continuous)