

**The United Nations Volunteers
Asia Youth Volunteer Exchange
Programme in Tanzania and Zambia**

Final Evaluation Report

**Submitted by
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ACRONYMS

APPR	Annual Project Progress Report
AYVEP	Asia Youth Volunteer Exchange Programme
AWP	Annual Work Plan
BIC	Business Information Centre
CCA	Climate Change Adaptation
CCM	Chama Cha Mapinduzi
CSR	Corporate Social Responsibility
DaO	Delivering as One
DEX	Direct Execution
DP	Development Partner
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
GoJ	Government of Japan
GRZ	Government of the Republic of Zambia
HRD	Human Development Report
IFAD	International Fund for Agricultural Development
IP	Implementing Partner
ITC	International Trade Centre
IUNV	International United Nations Volunteer
LDC	Least Developed Country
LIC	Low Income Country
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MDI	Management Development Institute
MoA	Ministry of Agriculture
MIC	Middle Income Country
MLF	Ministry of Livestock and Fisheries
MSME	Micro, Small and Medium Enterprises
NGO	Nongovernmental Organization
NIM	National Implementation Modality
NSGRP	National Strategy for Growth and Reduction of Poverty
NTB	Non-Tariff Barrier
NUNV	National United Nations Volunteer
ODA	Overseas Development Assistance
PCM	Project Cycle Management
PIR	Performance Improvement Roadmap
PSD	Private Sector Development
QIP	Quick Impact Project
RBM	Results Based Management
RRF	Results and Resources Framework
SDG	Sustainable Development Goals
SME	Small and Medium Enterprises

SNV	Stichting Nederlandse Vrijwilligers
TAC	Technical Advisory Committee
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCT	Tourism Confederation of Tanzania
TICAD	Tokyo International Conference on Africa Development
ToC	Theory of Change
TOR	Terms of Reference
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNV	United Nations Volunteers programme
URT	United Republic of Tanzania
V4D	Volunteerism for Development
ZNCCIA	Zanzibar Chamber of Commerce, Industry and Agriculture
ZOTI	Zanzibar Organization for Tourism Investment

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EXECUTIVE SUMMARY

Rationale for the Asia Youth Volunteer Exchange Programme. The Asia Youth Volunteer Exchange Programme (AYVEP) developed out of the Government of Japan (GoJ)'s long-standing commitment to provide development assistance to Africa, and more particularly out of initiatives such as the Tokyo International Conference on Africa Development (TICAD). The TICAD Process focuses on resource mobilization to support human-centered development, poverty reduction through economic growth, and human security in Africa; and it thus reflects the key objectives of Japan's Official Development Assistance (ODA) to Africa. TICAD also advocates for South-South and triangular cooperation.

AYVEP Objectives, Components and Linkages. In accordance with the TICAD aims of poverty reduction through economic growth and the promotion of South – South cooperation, the GoJ and the UNV initiated the Asia Youth Volunteer Exchange Programme in 2006. The AYVEP was designed as a vehicle for volunteers from Asia to serve in Africa by transferring their skills and knowledge of innovative agricultural practices and private sector development to selected institutions and communities. Its stated goals are to promote innovative agricultural practices at the community level and build capacity for the use, adoption and sustainability of these practices through community volunteerism (in Zambia); to enhance and support the growth of small to medium enterprises (SMEs) through voluntary action; to disseminate knowledge, facilitate exchange and transfer skills in development and managing SMEs (in Tanzania); and to strengthen national and subnational capacities to enhance understanding and respond to specific development needs within the agricultural and private sectors, while focusing on the role of volunteerism in achieving sustainable development in these areas.

The choice of Tanzania and Zambia as the AYVEP project sites was strategic: both countries hold political, strategic and natural resource interests for Japan. At the time of the AYVEP formulation, Zambia and Tanzania were categorized by the United Nations as Least Developed Countries (LDC), and both were among the top five recipients of Japan's ODA during the period 1969-2009.

The Programme was implemented in Zambia by the Ministry of Agriculture and Livestock (now separated into the Ministry of Agriculture and the Ministry of Livestock), and in Tanzania by the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), the Tourism Confederation of Tanzania (TCT) and the Zanzibar Chamber of Commerce, Industry and Agriculture (ZNCCIA). It was funded by the GoJ for a total budget of US \$2,173,013.00; and it utilized a direct execution modality in both Zambia and Tanzania. The Programme's original end date was December 2007; and it received additional tranches from the donor in 2008, 2009 and 2010. AYVEP's activities in Zambia were concluded in December 2014; and the Tanzania component wound down at the end of May 2016.

The AYVEP Evaluation Scope, Methodology and Limitations. The commissioning of the AYVEP evaluation was delegated to UNDP/Tanzania by the UNV Programme in order to assess the Programme's relevance, efficiency and effectiveness, including emerging outcomes, and its post-project sustainability (see **Annex 1, "Terms of Reference"**). The evaluation also presents forward-looking recommendations for future programming. Its intended audience includes UNV, UNDP and other UN partner agencies; national, subnational and private sector partners and donor representatives.

The evaluation has employed a participatory approach. It has been informed by a document review, key informant interviews and focus group discussions, as well as visits to selected project sites and a

stakeholder presentation and validation in Dar es Salaam. An email survey was also undertaken in Tanzania. However, the collection of background information on the design and early implementation phases of the Programme was hampered by the turnover of staff. Moreover, the absence of baselines for Programme activities, as well as the lack of follow up of participants in UNV-facilitated training workshops, also hindered measurement of results. Finally, due to security constraints, the Consultant was not able to access farmer camp project sites in Zambia.

Key Evaluation Findings – Relevance. The AYVEP's overarching poverty reduction theme, as well as the objectives of its Tanzania and Zambia components, were relevant and appropriate to the respective countries' contexts. Moreover, the technologies introduced by the UNVs were relevant and appropriate to the objective as well as to the targeted project site in Zambia, and also to the SME development objective of the Tanzania component. However, the technologies introduced through the Zambia component were not appropriate for the targeted smallholder farmer beneficiary group, as they required financial investments beyond the means of most of them. In the Tanzania component, while there is anecdotal evidence that the online products developed by UNV supported an increase in TCCIA membership services and revenues and supported SME growth, in the absence of baselines and training follow up, this cannot be quantified, nor could it be attributed solely to the AYVEP. Furthermore, the present environment at the TCCIA is not one which is enabling for the use of the UNV online products. In both components, the collection of more contextual information during the AYVEP's design phase could have better informed the Programme's strategies, including partner and beneficiary group selection.

Efficiency. The delivery of planned AYVEP outputs has been uneven in terms of efficiency and effectiveness, due in part to the use of its UNVs for stop-gap staffing rather than planned AYVEP activities in each of host institutions in Tanzania and Zambia.

Effectiveness. The AYVEP aimed for policy, institutional and sector outputs and outcomes. However, the Programme's actual versus intended results were uneven. The design, operational and management-related bottlenecks which constrained the Programme's progress include the absence of an on-site programme manager; the lack of an M&E system; the UNVs' incomplete understanding of monitoring beyond the quantitative reporting of outputs; the absence of linkages and synergies between the Tanzania and Zambia components; and the use of the UNVs for stop-gap staffing in each of the AYVEP's host institutions.

One of the most notable Project outcomes achieved in both the Tanzania and Zambia components is the transfer of skills and knowledge from the IUNVs to the NUNVs, who in turn have transferred them to both to the AYVEP host institutions as well as to other organizations where they now work. This is a noteworthy example of South-South cooperation and knowledge transfer.

Arguably the most visible output of the Tanzania component has been the UNV-developed NTB SMS reporting system, which has raised the profile of the TCCIA both nationally and internationally. The most visible output of the Zambia component is the greenhouse jointly built by two farmer beneficiaries as a result of the greenhouse sensitizations given and demonstration models constructed by the UNVs.

Impact. While there is anecdotal evidence that some of the trainings and sensitizations facilitated by the AYVEP UN Volunteers have contributed to the growth of small businesses, it is not possible to attribute this solely to AYVEP, as staff of these SMEs attended workshops supported by other

organizations. Overall, given the absence of baselines for Project activities, the difficulties in data availability and the implementation of similar activities by other development actors at the AYVEP sites, it is difficult to determine to more precisely attribute the Project's impact.

Sustainability. Results achieved thus far through the AYVEP could be sustained where those results align with implementing partners' priorities and policies, and where host organizations have the institutional capacities and resources to support them. The IUNV-NUNV transfer of skills and mentoring worked well and, as four NUNVs have been hired by MOA/MLF Zambia and four also by the TCCIA, this knowledge is being institutionalized.

Conclusion Although the AYVEP has now wound down, its overarching theme of poverty reduction and its objectives for food security and economic growth remain relevant to governments, donors and communities. Moreover, the aim of the Zambia component is particularly pertinent to UNV's current *community resilience for environment and disaster risk reduction* and *youth*-themed programming priorities. Although the objective of the Tanzania component is less closely linked to UNV's present programming strategies, it nonetheless is a key focus for some of UNV's customary UN agency partners such as UNIDO and UNDP.

The AYVEP thus provides a basis for future interventions for UNV to support in both Zambia and Tanzania.

Recommendations. Select recommendations for UNV on ways to build on the partnerships developed through and the lessons learned from the AYVEP include:

A programmatic anchor for post-AYVEP interventions. Although the AYVEP has well-demonstrated UNV's comparative advantage as a trusted, reliable source of skilled volunteer personnel to support development initiatives, UNV has limitations in terms of programme implementation and resource mobilization. It is therefore strongly recommended that any intervention built upon the AYVEP should be undertaken by UNV in partnership with a UN agency that has the resources and staffing to provide a programmatic anchor for it. For food security-related projects in Zambia, agencies with specific mandates in this area such as FAO, IFAD or WFP would be appropriate partners and programmatic anchors; as would UNDP through its poverty reduction or environment portfolios. UNV already has established relationships with each in the country. For private sector development-related activities in Tanzania, both UNIDO and UNDP would be appropriate partners and programmatic anchors.

Implementing Partners in post-AYVEP interventions. UNV should build upon the constructive relationships it developed with its AYVEP partners for any post-AYVEP or other related interventions. Recommended implementing partners include the MoA in Zambia; the Regional Chambers of Commerce in Tanzania; and ZNCCIA, or similar organizations elsewhere whose goals and activities are in alignment with UNV's programmatic themes and strategies and which offer environments conducive to the achievement of the results expected from UNV inputs.

Monitoring and Evaluation in post-AYVEP and other interventions. UNV should include reference to basic M&E terminologies and methodologies, as well as the rationale for programme M&E, in the induction of its volunteers for all projects. Not only will this better inform the volunteers' reporting of outputs and outcomes, including the disaggregation of data by gender and age; it will as well improve the measurement of project results.

Funding for Post-AYVEP interventions. Over the past decade, significant interest in and support for both PSD and smallholder agriculture-themed interventions in sub-Saharan Africa has been shown by non-traditional funders, including non-DAC donors and corporate foundations such as the MasterCard Foundation and the Howard Buffett Foundation. It is therefore recommended that UNV proactively explore possibilities for partnership with these relatively new funders, in addition to the more traditional multi-lateral DAC donors to these sectors, for post-AYVEP and related projects.

1. INTRODUCTION

1.1 Volunteerism¹ for Development. Volunteerism for Development (V4D) is based on the principle that volunteerism contributes to inclusive and sustainable development by providing a vehicle for voice, participation and ownership to a wide range of stakeholders at the local, national and global levels. Volunteerism thus plays a key role in strategies for meeting development objectives, including the achievement of the Sustainable Development Goals (SDGs).

UNV is the UN entity that promotes volunteerism to support peace and development worldwide, and it is the primary advocate for V4D. UNV's role in development cooperation is most usually operational, as a provider of skilled human resources – volunteers – to other UN partners. The UNV programme is administered through the United Nations Development Programme (UNDP).

1.2 The Rationale for the Asia Youth Volunteer Exchange Programme. The Asia Youth Volunteer Exchange Programme (AYVEP) developed out of the Government of Japan (GoJ)'s long-standing commitment to provide development assistance to Africa, and more particularly out of initiatives such as the Tokyo International Conference on Africa Development (TICAD). TICAD, a triannual summit which was initiated in 1993 and of which the GoJ is a co-organizer², focuses on the mobilization of resources to support human-centered development, poverty reduction through economic growth, and human security in Africa. The TICAD Process thus reflects the key objectives of Japan's Official Development Assistance (ODA) to Africa. As a global multilateral forum, TICAD also advocates for South-South and triangular cooperation.

1.3 Programme Objectives, Components and Linkages. In accordance with the TICAD aims of poverty reduction through economic growth and the promotion of South – South cooperation, the GoJ and the UNV initiated the Asia Youth Volunteer Exchange Programme in 2006. The AYVEP was designed as a vehicle for volunteers from Asia to serve in Africa by transferring their skills and knowledge of innovative agricultural practices and private sector development to selected institutions and communities. The Programme builds upon prior collaborations between the GoJ and UNV³.

The Programme's stated goals are

- To promote innovative agricultural practices at the community level and build capacity for the use, adoption and sustainability of these practices through community volunteerism (in Zambia)
- To enhance and support the growth of small to medium enterprises (SMEs) through voluntary action; to disseminate knowledge, facilitate exchange and transfer skills in development and managing SMEs (in Tanzania)

¹ In this document, the UNV definition of volunteerism is used: "Volunteerism includes civic action and work that is carried out freely and without coercion, where financial gain is not the main motivating principle, and where there are other beneficiaries beyond the volunteer", United Nations Volunteers Evaluation Unit, *Assessing the Contribution of Volunteerism to Development: A Participatory Methodology*, August 2011, p. 8.

² Currently the other four co-organizers are the African Union Commission, the United Nations Office of the Special Advisor on Africa, the United Nations Development Programme (UNDP) and the World Bank.

³ For example, the GoJ provided funding through TICAD to the UNV Support to the Tokyo Agenda for Action. Moreover, at time of the 2006 AYVEP prodoc, the GoJ was already supporting the deployment of some 100 UNVs annually in Africa, Asia and Latin America: AYVEP Project Document (hereafter prodoc) 2006, p. 8

- To strengthen national and subnational capacities to enhance understanding and respond to specific development needs within the agricultural and private sectors, while focusing on the role of volunteerism in achieving sustainable development in these areas.

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The Programme was funded by the GoJ for a total budget of US \$2,173,013.00; and it utilized a direct execution modality in both Zambia and Tanzania. The Programme's original end date was December 2007; and it received additional tranches from the donor in 2008, 2009 and 2010. AYVEP's activities in Zambia were concluded in December 2014; and this component was operationally closed. The Tanzania component wound down at the end of May 2016.

The AYVEP is aligned with development priorities presented in the Tanzania national development plan, Tanzania Development Vision 2025, and in the Zanzibar Vision 2020. It is also linked to UN policy and programming frameworks, including the 2007-2010 Tanzania UNDAF and the 2011-2016 Tanzania UNDAF Outcome, *By 2016 access to sustainable income opportunities and productive employment in Tanzania would have doubled*.

The Programme also supported the Government of the Republic of Zambia (GRZ) Fifth National Development Plan 2006-2010 and the Sixth National Development Plan 2011-2015, particularly the vision for the agricultural sector as *an efficient, competitive, sustainable and export-led agricultural sector that assures food security and increased income by 2030*.⁵ AYVEP was also aligned with the 2007 – 2010 Zambia UNDAF as well as the 2011-2015 Zambia UNDAF, particularly Outcome 2, *Targeted populations in rural and urban areas attain sustainable livelihoods by 2015*. In Zambia the project was also linked to the Poverty Reduction Programme of UNDP.

The AYVEP also aligned with the UNV Programme Strategy 2010 -2013 and the UNV Strategic Framework 2014-2017 Programme Outcome 2: *Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes*. Moreover, the AYVEP was also linked to the pre-2015 Millennium Development Goals ("MDGs"), particularly MDG 1, "eradicating extreme poverty and hunger".

Programme Components. Through its V4D and South-South and triangular cooperation approaches, the AYVEP aimed for policy, institutional and sector outputs and outcomes. In Tanzania the Programme focused upon capacity building and SME development in the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA), the Zanzibar Chamber of Commerce, Industry and Agriculture (ZNCCIA) and the Tourism Confederation of Tanzania (TCT); all of these are member-based private sector organizations. It was under implementation in mainland Tanzania and Zanzibar.

⁴ Pedro Amakasu Maposo, *Japan's Foreign Aid to Africa: Angola and Mozambique within the TICAD Process*, London, 2013, p. 128

⁵ Ministry of Finance and National Planning, Government of the Republic of Zambia, *Sixth National Development Plan 2011-2015*, Lusaka, January 2011, p. 23.

In Zambia the Programme aimed to introduce innovative, sustainable agricultural practices to smallholder farmers, as well as to build institutional capacity in the then Ministry of Agriculture and Cooperatives, which has since been separated into the Ministry of Agriculture and the Ministry of Livestock and Forestry (MoA/MLF). It was implemented in the districts of Choma, Monze and Mazabuka.

1.4 Evaluation objectives, methodologies and constraints

The evaluation of the AYVEP was commissioned by UNV Tanzania. The objective of AYVEP evaluation consultancy was to conduct an assessment of the Programme based on the detailed terms of reference (TOR) presented in **Annex 1**. The evaluation considered the Programme's relevance, efficiency, effectiveness, impact and sustainability; and it presents strategic forward-looking recommendations for future UNV programming. More specifically, the evaluation aimed:

- to assess programme activities, challenges and opportunities;
- to determine the extent to which the Programme's objectives as defined in its project document and Results and Resources Framework (RRF) have been met;
- To assess the effectiveness of the institutional and implementation arrangements for delivering the project's outputs; and
- To generate evidence-based knowledge and lessons learned to inform institutional learning

The evaluation's intended audience includes UNV, UNDP and other UN partner agencies, as well as national and private sector partners and the donor.

In addition to this evaluation, an external assessment of the AYVEP Zambia component was conducted in 2011. The Programme has also been monitored internally on an annual basis.

Evaluation work plan The evaluation schedule is attached herewith as **Annex 2**.

Evaluation methodologies – literature review, key informant interviews, focus group discussions, project site visits The evaluation has employed a participatory approach. It has been informed by a document review (see below, **Select References**), key informant interviews, focus group discussions (FGDs), field visits to select Programme sites in Arusha, Morogoro and Zanzibar in Tanzania and to Choma in Zambia, as well as a stakeholder presentation and validation session in Dar es Salaam.

In both Dar es Salaam and Lusaka as well as in the Programme field sites, the consultant held interviews and FGDs with key informants and stakeholders, including the TCCIA, TCT and ZNCCIA in Tanzania and the GRZ Ministry partners in Zambia, as well as with other relevant departments and agencies. Some 65 respondents, among them UN agencies' representatives, government officials and private sector entities, as well as male and female beneficiaries were interviewed (see Annex 3, "Respondents").

A systematic purposive sampling approach was employed for the selection of those interviewed. The selection was based on the consultant's stakeholder mapping exercise undertaken at the start of the evaluation and reflected in the frameworks for questionnaires presented in the evaluation inception report. This selection was further refined during the course of the evaluation, depending upon respondents' accessibility and availability during the data collection phase.

An electronic survey was also undertaken in Tanzania to ascertain the relevance and results of recent workshops facilitated by UNV for the TCCIA (see below, Annex 6, “Email Survey Request and Survey Form for 2015 TCCIA Intellectual Property Workshops”). Additional details on the survey and its results are presented in Chapter 3.2.2, “Evaluation Findings by Component – Tanzania – Effectiveness of Component Implementation”.

This mixed methodological approach has allowed the triangulation of qualitative and quantitative data.

The consultant also presented her findings and recommendations to stakeholders in Dar es Salaam upon completion of her fieldwork. The text of the PowerPoint from the stakeholder presentation and summary minutes from this session are presented below in **Annex 5, “Stakeholder PowerPoint Presentation – Text”**, and **Annex 6, “Summary Minutes from the Stakeholder Presentation”**. The feedback from the stakeholder presentation has also been incorporated into this report.

Evaluation Report Structure The evaluation report includes an executive summary and an introductory chapter noting the rationale for the Programme and its objectives, linkages and components. Its Chapter 2 considers a) the relevance of the Programme design as well as its assumptions and post-design critical issues and b) the Programme’s management arrangements.

As the AYVEP has been designed and implemented as two separate initiatives, the findings for each, in terms of their relevance, efficiency, effectiveness, impact, sustainability and partnerships, are discussed separately in Chapter 3, “Evaluation Findings by Programme Component”. Lessons learned and best practice are considered in Chapter 4, and the evaluation findings are summarized in Chapter 5. Chapter 6 presents the evaluation’s conclusion and recommendations.

UNV support to the evaluation UNV assisted in the provision of programme-related documentation to the consultant, and in the facilitation of meetings with key UN staff, local stakeholders and beneficiary communities. UNV also supported all of the field travel that was required of the consultant.

Evaluation Constraints The turnover of staff at UNV and at partner organizations, as well as the fact that the Programme had been closed in Zambia for more than one year before the evaluation and for over two years at the TCT, hampered the collection of background information on its design and early implementation phases. Moreover, the lack of baselines for AYVEP activities, as well as the absence of follow up of the UNV-facilitated TCCIA and TCT workshop participants, also hindered the measurement of Programme results⁶.

Finally, due to security constraints, the Consultant was not able to access the farmer camp project sites in Choma, Monze and Mazabuka in Zambia. Instead, the MOA/MLF district extension officers arranged for the Chairman, Vice-Chairman and a farming couple from selected farmers’ associations in Kalomo and Tara to meet with the Consultant at the Choma District Agriculture office.

⁶At the consultant’s request, the TCCIA UNV Programme Coordinator attempted to contact participants from the final TCT workshop in 2013. However, only two participants, neither of whom could remember the training details, could be located.

2 EVALUATION FINDINGS - PROGRAMME DESIGN AND MANAGEMENT ARRANGEMENT

2.1 Programme Design

2.1.1 *Programme Design Relevance*

At the time of the AYVEP formulation, Zambia and Tanzania were considered to be LDCs; and development needs in these countries still remain significant (this is considered further in Chapter 3.1. and 3.2., “Evaluations by Component – Relevance of Component Objective”). The Programme’s overarching poverty reduction theme thus was and is still relevant for donors, government and communities in both Zambia and Tanzania, as is support to interventions which aim to increase food security and to support private sector development in those countries.

The Programme was initiated in 2006 as an intervention which was intended to be implemented within a fifteen month period. However, it was overly optimistic to expect that its intended results, particularly in the Zambia agricultural component, would become visible in that timeframe.

The AYVEP also lacks a Theory of Change (ToC) that explicitly states how its results were to be achieved. Moreover, the Programme did not undertake any pre-inception analysis, social impact assessment or environmental study to inform its overall strategy for poverty reduction, or to ascertain whether the technologies it intended to introduce were appropriate for the targeted project sites and beneficiary groups. Had such information been collected, some of the AYVEP activities might have been better focused. Additional details are given below in Chapter 3, “Evaluation Findings by Component”.

Furthermore, the AVYEP’s Tanzania and Zambia components were designed as separate activity streams which had no linkages with each other. Synergies and opportunities for cross-programme and institutional learning, as well as additional South-South knowledge transfer, were therefore missed. For example, the UNVs working in the different country components did not know each other and, although there were annual national retreats organized by UNV to bring together the volunteers who were working in-country, there was no regional event organized by UNV which would have included both the Zambia and the Tanzania UNVs. Consequently, the ZNCCIA NUNV tasked with M&E duties might have benefited from awareness of the databases and other tools developed by the TCCIA IUNV IT specialist, but the two UNVs did not know each other. Additionally, the Morogoro Sunflower group might have benefited from the technical expertise of the Zambia IUNV irrigation specialist, but the group was unaware of his activities.

2.1.2 *Cross-cutting issues*

The Programme design was not informed by an analysis of either gender or human rights. As a result, the cross-cutting issues of human rights and gender⁷ were not well- integrated into the Programme design, nor was youth, which is another key cross-cutting topic. While women as farmers and as SME owners are referenced in the project document’s background section, neither its RRF nor its Annual

⁷ The term “gender” does not appear in the 2006 AYVEP prodoc.

Work Plans disaggregate its beneficiaries either by gender or by age⁸ (see also below, Chapter 3, “Evaluation Findings – Zambia Component” and “Evaluation Findings – Tanzania Component”).⁹ The key roles that these two groups can play in SME and agricultural development is now widely recognized; and youth and gender are more explicitly referenced in current project formulations both by UNV and by other organizations.¹⁰

2.1.3 *Monitoring and Evaluation*

The AYVEP did not have a well-articulated M&E Plan. There was no effective mechanism to monitor, evaluate and measure the results and impact of UNV activities against the goals and objectives presented either in the project document or in the annual work plans.

Other than the 2011 rapid assessment of the Zambia component (see above, section 1.4, only internal monitoring of the Programme has been undertaken. Moreover, AYVEP reporting has been activity and output focused. Additional information that would qualify these figures, either through systematic post-training follow up or through tracer studies, was not collected¹¹. Although the 2006 prodoc states that “a programme specific evaluation framework” would be developed, and that there would be “strong programmatic progress implementation tracking”¹², neither the framework nor the tracking activities were undertaken. As a result, it is not possible to quantify or qualify many of the results which are anecdotally attributed to the Programme. This is particularly challenging for the AYVEP TCCIA sub-component, as the Project Board minutes and some of the other Programme documentation amalgamated AYVEP with UNV BMZ activities.

Finally, a rapid final evaluation cannot fill the evidence gaps that have developed over the nine years of Programme implementation. A final evaluation can only complement, rather than substitute for, the systematic and continuous collection of data that should have been undertaken by the Programme itself.

2.1.4 *Programme Assumptions*

Some of the assumptions upon which the AYVEP has been based, including that UNV as the Lead Agency would have the capacity to supervise and monitor the Programme; that there would be no staffing gaps; that the technologies introduced would be appropriate both for the project sites and for

⁸ AYVEP 2006 prodoc, p. 15; AYVEP Annual Workplan (AWP) for TCCIA 2016; AYVEP AWP for MOA/MLF 2013 and 2014.

⁹ In her document review, the consultant noted only one reference in AYVEP reports where trainees were differentiated as women and youth: Annual Project Progress Report (APPR) 2013 (Zambia).

¹⁰ While a detailed discussion of the importance of women and youth as key stakeholders in SME and agriculture interventions is beyond the scope of this evaluation, it is considered extensively in research and interventions by FAO, IFAD and other agencies mandated to work in this area. Other funders who support women and youth-focused agriculture interventions include the MasterCard Foundation and the Howard Buffett Foundation. See, for example: <http://www.fao.org/docrep/013/am307e/am307e00.pdf>
<https://www.ifad.org/documents/10180/c47f2607-3fb9-4736-8e6a-a7ccf3dc7c5b>
<http://www.mastercardfdn.org/insects-innovation-and-youth-livelihoods/>
www.thehowardbuffettfoundation.org

¹¹ The UNVs associated with the Programme generally had an incomplete understanding of basic M&E terminology and methodologies. Had post-training follow up or tracer studies of the trainees been planned, the UNVs would have had to have been trained on these methodologies.

¹² AYVEP 2006 prodoc, p. 13

beneficiary groups targeted by the Programme, and that conditions in the host organizations would support the use and sustainability of the products and technologies introduced by the IUNVs, have been optimistic. These are among the reasons why it has not been possible for the Programme to achieve all of its anticipated targets.

2.1.5 *Post-Design Critical Issues*

Since the formulation of the AYVEP, certain issues have been identified as particularly relevant to its poverty alleviation objectives, and they will be important to reference in any follow on programming. These include :

- Changes in the Tanzanian and Zambian political contexts, for example, the installment of a new government, the Chama Cha Mapinduzi (CCM), following the 2015 general elections in Tanzania, and the CCM's increased emphasis on national ownership in the development sector, which may encourage the deployment of a greater ratio of NUNVs to IUNVs in the country. The results of the upcoming August 2016 elections in Zambia may have similar implications for DPs
- Changes in the economic growth sectors in both Tanzania and Zambia suggest areas which could be prioritized in future interventions, e.g. since 2012 tourism has surpassed mining as a leading foreign exchange earner in both countries; and tourism could therefore be a priority sector for consideration in future PSD interventions
- Climate change adaptation (CCA) and disaster risk reduction (DRR) and resilience are now even more timely themes than at the time of the AYVEP formulation due to prevailing weather changes and resultant food shortages. Moreover, both themes fall within the scope of UNV's current programming priorities for *community resilience for environment and disaster risk reduction* as presented in UNV's *Strategic Framework 2014-2017*¹³
- Gender and youth are now considered to be essential cross-cutting themes in poverty alleviation interventions
- Modifications to the international development agenda since the Programme was designed, such as the completion of the Millennium Development Goals (MDG) cycle in 2015, the formulation of the post-2015 development agenda and new development models

2.2 **Programme Management Arrangements**

Effectiveness of Programme Governance Structure. As detailed in the AYVEP 2006 prodoc, the Programme's governance structure would consist of a Technical Advisory Committee (TAC)¹⁴ which would provide technical guidance and ensure national ownership; and a Project Board which would review Programme progress and provide substantive guidance to the Programme. While no Programme Manager was explicitly identified in the 2006 prodoc, it was intended that "...the Africa Section of UNV will provide general oversight and backstopping of this programme with support from the Research, Development and Evaluation Unit."¹⁵

In the Programme's 2012 extension document, a Project Management Board replaced the TAC as the overarching governance body. Two TACs, one for each Programme component, were introduced to take on the previous role of the Project Board ; and the Bonn-based UNV Portfolio Manager was designated

¹³ *Strategic Framework 2014-2017*, p. 23 ff.

¹⁴ The members of the TAC were to include MOA/MLF, TCCIA and UNDP and UNV: AYVEP prodoc 2006, p. 12

¹⁵ AYVEP prodoc 2006, p. 12

as the AYVEP Programme Manager.¹⁶ The functions of the Lusaka and Dar es Salaam UNV Programme Officers were primarily to deploy UNVs to project sites and to coordinate with UNV HQ, and the respective UN Country Teams and Implementing Partners. They did not act as on-site programme managers for the AYVEP.

The lack of an on-site Programme Manager for the AYVEP has hindered its cohesiveness, and reduced opportunities for cross-programme and institutional learning, as well as for greater South-South knowledge transfer.

Efficiency of Financial and Operational Procedures UNV's institutional financial and operational procedures, which periodically delayed payments, affected some of the Programme's activity sequencing such as the presentation of planned workshops.

¹⁶ AYVEP 2012 extension document, pp. 6 and 9

3 EVALUATION FINDINGS BY PROGRAMME COMPONENT

3.1 Zambia Component

The objective of the Zambia component was *to promote innovative agricultural practices at the community level and build capacity for the use, adoption and sustainability of these practices through community volunteerism.*

The expected outcomes for the Zambia Component were:

- New and effective sustainable agricultural practices introduced to communal formers;
- Farmers groups, agricultural workers and community volunteers trained on sustainable and innovative methods;
- Training modules for communal farmers developed;
- Agricultural extension officers trained on various new methods and innovative practices

The Ministry of Agriculture and Livestock (MAL) was the host institution for the implementation of this component. MAL was divided into two separate ministries, Ministry of Agriculture (MAL) and Ministry of Livestock and Fisheries (MLF) in September 2015. As the AYVEP Zambia component included both agriculture and livestock-related activities, the host institution is referred to as MoA/MLF in this report.

3.1.1 Relevance of the AYVEP to the Zambia Context

Although ranked as a lower middle income country (MIC), Zambia still faces major development challenges. Some 70% of the country's rural population depends on subsistence agriculture for their livelihood¹⁷; and about 60% of the smallholder farmer households in this sector are considered to be extremely poor.¹⁸ Nearly three-quarters of the population lives below the international poverty line of \$1.25 a day.¹⁹ Consequently, Zambia ranks only 139 out of 187 countries in the United Nations Development Index for 2015²⁰. Furthermore, many areas of the country are particularly vulnerable to drought, and the worst drought in three decades has occurred there in 2016.

Support to agricultural MSMEs to increase their productivity, including the introduction of new technologies and an increased investment in rural irrigation systems to reduce dependency on rain-fed agriculture, as well as growing farmer associations into commercial entities, will be key to poverty alleviation in Zambia. Each of these processes feature, on a small scale, in the AYVEP Zambia component. Although designed in 2006, the Programme's overarching poverty reduction theme as well as the objective of the Zambia component thus remain both relevant and timely to the current country context.

¹⁷ 72.2%, according to the *United Nations Human Development Index 2015: Work for Human Development* (hereafter HDI 2015), Statistical Index, p. 256 : http://hdr.undp.org/sites/default/files/hdr_2015_statistical_annex.pdf

¹⁸ HDI 2015., p. 229

¹⁹ HDI 2015, p. 220

²⁰ HDI, p. 273

3.1.2 Efficiency of Zambia Component Implementation

The UNV human resource support to MOA/MLF in Choma, where there is an average 1:1000 ratio of extension workers to farmer households, was very much appreciated by the host institution. However, as the MOA/MLF district offices where the UNVs were placed were under-staffed, much of the UNVs' time was actually used for stop gap staffing. Partially as a result of this in-house demand on the UNVs' time, some of the Zambia component's planned outputs, e.g. the development of an improved curriculum by the UNVs for the MOA/MLF agricultural extension officers, or the strengthening of links with the Management Development Institutes, were not realized. From the perspective of achieving AYVEP objectives, this was a less efficient use of UNV time and skills than was originally envisaged.

3.1.3 Effectiveness of the Zambia Component

The expected versus actual results of the Zambia Component are presented below in Table 1.

Table 1. Expected versus Actual Results of the Zambia Component

Expected Outputs ²¹	Remarks on intended versus actual results	Sources of Information
<i>Output I-1.1:</i> Capacity building and promotion of sustainable and innovative agricultural practices (undertaken)	<p>Expected Results: 100 agricultural extension service advisors trained</p> <p>Actual Results: Partially achieved: 84 extension officers trained (44 on soil sampling; 21 on livestock feed formulation; 19 on irrigation technique – see also below)</p> <p>New crops introduced: Two plots for upland rice cultivated</p>	<p>FGD with Choma District agricultural extension officers</p> <p>Choma District presentation on AYVEP</p> <p>AYVEP ARRP 2013 (Zambia)</p> <p>Skype interview with former IUNV Choma irrigation specialist</p>
<i>Output I-1.2:</i> Management of greenhouse for year-round vegetable production (undertaken)	<p>Expected Results: 4 demonstration greenhouses constructed by UNVs</p> <p>Actual Result: Achieved: 5 demonstration greenhouses constructed by UNVs; 1 greenhouse constructed jointly by two farmers</p>	<p>FGD with Choma District agricultural extension officers</p> <p>FGD with farmer group representatives</p> <p>ARRP 2013 (Zambia)</p>
	<p>Expected Results: Sensitization of farmers on vegetable cultivation under greenhouses²²</p> <p>Actual Results: 306 farmers (159 women, 147 youth) sensitized</p>	<p>ARRP 2013 (Zambia)</p> <p>FGD with Choma District agricultural extension officers</p> <p>FGD with farmer group representatives in Choma</p>
	<p>Expected Results: On site coaching on greenhouse management</p> <p>Actual Results: Achieved: 5 districts had</p>	<p>ARRP 2013 (Zambia)</p> <p>FGD with Choma agricultural extension officers</p>

²¹ From the AWP for 2014

²² No target figure is given for this expected result in the Project's RRF.

	coaching	FGD with selected farmer representatives Choma
Output 1.3 Smallholder biogas plants promoted	Actual Results: Partially Achieved: 40 HH now use biogas for energy (2014) ²³ 6 technicians trained to construct biogas stoves	AYVEP Project extension document 2014 FGD with Choma agricultural extension officers
1.4 (Innovative) Irrigation (systems promoted)	Expected Results: ²⁴ Actual Results: Partially Achieved: 1,024 farmers in 5 districts sensitized on simple water lifting devices for irrigation	ARRP 2013 (Zambia) Interview with former IUNV irrigation specialist (SKYPE) FGD with Choma agricultural extension officers
Output 1.5 Soil management (promoted)	Expected Results: Soil samples collected and tested ²⁵ Actual Results: Partially Achieved: 750 soil samples collected and tested	ARRP 2013 (Zambia) FGD with Choma agricultural extension officers
	Expected Results: MOA/MLF staff trained in soil sampling and testing ²⁶ Actual Results: Partially Achieved: 44 MOA/MLF staff trained	ARRP 2013 (Zambia) FGD with Choma agricultural extension officers
	Expected Results: Sensitization of farmers of importance of soil testing ²⁷ Actual Results: Partially Achieved: 500 farmers sensitized	ARRP 2013 (Zambia) FGD with Choma agricultural extension officers FGD with selected farmer representatives in Choma

The activities undertaken by the UNVs in the Zambia component included a range of trainings, awareness raising sessions and site demonstrations on greenhouse, irrigation and biogas technologies, soil testing and improved feed formulation; and they targeted both the extension officers and local farmers.

Although UNV and MOA/MLF have documented the numbers of trainees and various other outputs of this component, additional information that would further quantify and qualify these figures, such as follow-ups to trainings –for example, whether the areas where UNV sensitizations and demonstrations were held have higher crop yields than those that did not receive trainings - and which would allow an evidence-based assessment of this Programme component’s contributions to local economic development and household food security, were not collected.

²³ Noting that there are over 1,000 farmer households in the targeted districts.

²⁴ No target figure is given for this expected result in the Project’s RRF.

²⁵ No target figure is given for this expected result in the Project’s RRF.

²⁶ No target figure is given for this expected result in the Project’s RRF.

²⁷ No target figure is given for this expected result in the Project’s RRF.

Most of the community activities for which the UNVs constructed demonstration models were undertaken during 2013-2014. The MoA/MLF extension officers, whose expectations of the AYVEP were to produce tangible results throughout the Programme, therefore felt that the Programme did not take off until 2013²⁸. The most visible activity undertaken by the UNVs was the construction of five demonstration greenhouses. Both the Choma agriculture extension officers and the farmers interviewed agreed that the vegetables raised in the demonstration greenhouses were larger and had a longer productive season, and that they were appropriate to the Choma climate and soil conditions. However, since 2013 only one greenhouse has been built independently by these farmers²⁹.

One reason for this is the cost of materials³⁰. Another constraint is that these smallholder farmers still tend to operate as individual farmers rather than as cooperative groups, and it was suggested that additional team building and awareness-raising might improve group dynamics³¹. A further constraint is that many of the farmers' plots are far apart from each other, and it would be difficult for them to determine how to share and care for greenhouse production.

As a result, although the greenhouse technology is relevant and appropriate for the local context, it is still more suitable for larger scale, commercial farmers who have both the land and the resources to construct, maintain and benefit from them, than it is for smallholder farmers who are not yet effectively organized into for-profit cooperatives.

Similarly, drip irrigation, which was also demonstrated by the UNVs, is a relevant and appropriate technology for Choma; but its relatively high cost, and the fact that the AYVEP's farmer groups do not yet function as cooperatives, makes it more suitable for commercial farmers at this time.

In summary, the technologies introduced by the UNVs were appropriate to the project site, but not all of them were appropriate for the beneficiaries targeted by the Programme at the time of its implementation. A pre-inception review of the project site, and/or consultation with other DPs there, could have better informed the Programme on whether to prioritize the introduction of new technologies to smallholder farmers, or the support of team building activities among the farmer associations and subsequently introduce new technologies.

3.1.4 *Impact*

Given the absence of baselines for Project activities, the difficulties in data availability and the implementation of similar activities by other development actors at the AYVEP project sites, it is difficult to precisely attribute its impact in Zambia.

3.1.5 *Sustainability*

²⁸ FGD, Choma,, 10 May 2016. And "...though the AYEP had been running since 2006, only the last two years it becomes very active with its full implementation in the ground (sic). Though the project he said was successful, but still some planned activities were not implemented due to funds constraints....*Project Handover Notes*, 25 November 2014, p. 4. This was also repeated in the Choma FGD on 10 May 2016.

²⁹ The consultant was informed that two farmers pooled their resources to construct a jointly owned greenhouse: FGD Choma, 10 May 2016.

³⁰ All of the materials required for construction are locally available, save plastic sheeting, which costs approximately US \$400 per greenhouse.

³¹ Key informant interview, Choma, 10 May 2016; see also Handover Notes 2014, "...farmers were not yet ready to work as a group so a group dynamics and leadership training must be given".. p. 5

Institutional capacity building through skills transfers from the International UN Volunteers to the four National UN Volunteers who have now been taken on as staff by MoA/MLF could be sustainable, as long as there is available funding for their salaries. The sensitization of the district officers on the advantages of greenhouse and drip irrigation technologies through the Project is also significant: more than two years after these demonstrations, the officers still strongly advocate for the introduction of these technologies locally³²

3.1.6 *Partnerships*

Through the AYVEP, UNV has developed constructive relationships with the MoA/MLF implementing partners, and UNV is seen by them as a trusted, credible partner and source of skilled human resources. These relationships offer windows for UNV's future engagements with them and with other stakeholders. Moreover, the Zambia partners' expectations that there will be follow on intervention(s) are high; and the MOA/MLF's Choma district office has already submitted two concept notes for post-AVYEP projects to UNV³³ Furthermore, collaborations with other potential partners and synergies with related programmes funded by other donors, e.g. with IFAD's Smallholder Agribusiness Promotion Programme or with FAO's climate change adaptation initiatives, or alliances with the private sector for in-kind community investments, which were not well-explored under AYVEP, still have great potential for investigation.

3.1.7 *Summary of Findings on Zambia Component*

- *Relevance.* The Programme's overarching poverty reduction theme, as well as its objective, are both relevant and timely to the country context today. The technologies which were introduced by the AVYEP UNVs, while relevant and appropriate to the local context, were more suitable for larger scale, commercial farmers than for the Programme's targeted smallholder farmers who are not yet effectively organized into for-profit cooperatives.
- *Effectiveness and Efficiency.* The delivery of planned outputs in the Zambia component has been uneven in terms of efficiency and effectiveness, due in part to the use of the UNVs for stop-gap staffing rather than for planned AYVEP activities at the host institution. In addition, limited information on the demographics, DPs and other contextual details, also affected the achievement of the Zambia component's anticipated outputs. The most visible output of the Zambia component is the greenhouse which was jointly built by two farmer beneficiaries as a result of the sensitization sessions given and demonstration models constructed by the UNVs.
- *Impact.* The most visible impact of this component has been the transfer of skills and technical knowledge from the IUNVs to the NUNVs and the host institution, particularly the sensitization of the district extension officers on the advantages of greenhouse and drip irrigation technologies: more than two years after these demonstrations, the officers strongly advocate for the introduction of these technologies locally. This is a notable example of South-South cooperation.
- *Sustainability.* Institutional capacity building through skills transfers from the IUNVs to the four NUNVs who have now been taken on as staff by MoA/MLF could be sustainable,

³² FGD with district extension officers, Choma, 10 May 2016.

³³ The two concepts are for an "Agriculture Technology Exchange Project", and for a "Semi-Intensified Village Chicken Production Project".

- *Partnerships.* UNV has developed constructive relationships with the MoA/MLF implementing partners, and these relationships offer windows for UNV's future engagements with them and with other stakeholders.

3.2 Tanzania Component

The objective of the Tanzania component was *to enhance and support the growth of small to medium enterprises (SMEs) through voluntary action; to disseminate knowledge, facilitate exchange and transfer skills in development and managing SMEs.*

The expected outcomes for the Tanzania component were:

- Improved policy and infrastructure support for SME development;
- Small businesses helped in securing seed capital;
- Increased networking among local enterprises;
- Revised training curriculum for small to medium enterprise management;
- Enhanced capacity of the National Chamber of Commerce; and
- Volunteerism promoted.

TCCIA, TCT and ZNCCIA were the host organizations for the implementation of this component.

3.2.1 Relevance of the AYVEP to the Tanzania Context

Although still a low income country (LIC), Tanzania aims to achieve middle income status by 2020; and the country has shown strong economic growth of approximately 7% per year over the past several years.³⁴ Concurrently, there is rapid population growth as well as a high rate of urbanization. However, the rate of poverty reduction remains slow. A key national strategy for poverty reduction is to strengthen and grow the MSME sector.

The AVYEP's SME objective and its expected outcomes align with this policy and are therefore highly relevant to the current Tanzania context.

3.2.2 Efficiency of Component Implementation

Each of the Tanzania component's host institutions – the TCCIA, TCT and ZNCCIA – are cash poor and short of staff; and all were very appreciative of the assistance provided by the UNVs. Moreover, as seen in the Zambia component, much of the UNVs' time was used for stop gap staffing. Partially as a result of this in-house demand on the UNVs' time, some of the Programme's planned outputs, such as the development of an improved curriculum by the UNVs for the TCCIA, were not realized. From the perspective of achieving AYVEP objectives, this was a less efficient use of UNV time and skills than was originally envisaged.

3.2.3 Effectiveness of Component Implementation

The expected versus actual results of the Tanzania Component are summarized below in Table 2.

Table 2: Expected versus Actual Results of the Tanzania Component

Expected Outputs	Remarks on intended versus actual results	Sources of information
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³⁴ Tanzania Situational Analysis in Support of UNDAP II, April 2015, p. 11

<p><i>Output II-2.1: Capacity of local entrepreneurs enhanced and small business helped to secure seed capital</i></p>	<p>Expected Results: At least 200 small businesses helped to secure seed capital;</p> <p>Actual Results-: Partially achieved: Results-TCCIA: 2 workshops including access to capital held; Morogoro Sunflower Group in process of accessing funds Results-TCT: 9 workshops on small business planning and access to finance held; results not known Results-ZNCCIA: not applicable</p>	<p>Progress Report, 2015 Key informant interview with TCT Executive Director</p> <p>FGD with Sunflower Group, Morogoro Interview with Rose Swai, Owner, Choice Coffee Company, Morogoro Interview with Mary, Accountant, Safaris R US, Morogoro</p>
<p><i>Output II-2.2: Increased networking among local enterprises;</i></p>	<p>Expected results: Partially achieved</p> <p>Actual Results-TCCIA: 15 workshops, trainings, networking events organized for TCCIA by AYVEP UNVs with others, including BMZ UNVs</p> <p>Results: TCT: 9 workshops organized by UNVs with over 110 SMEs participating</p> <p>Results: ZNCCIA: not applicable</p>	<p>APPR 2015 FGD with Arusha Regional Chamber FGD with Morogoro Regional Chamber Key informant interviews with UNV, TCCIA Executive Director, TCT Executive Director</p>
<p><i>Output II-2.3 Improved policy and infrastructure support for SME development;</i></p>	<p>Results: Partially achieved</p> <p>Actual Results - TCCIA: Partially achieved; 7 IT products developed or enhanced by AYVEP UNVs; NUNV participating on behalf of TCCIA in Tax Reform Task Force</p> <p>Results: TCT: website designed; newsletter produced</p> <p>Results: ZNCCIA: internal HR M&E system designed</p>	<p>APPR 2015</p> <p>Key informant interview with UNV IT specialist at TCCIA; TCCIA Executive Director, a.i., TCT</p> <p>FGD with ZNCCIA FGD with TCCIA UNVs</p>
<p><i>Output 4: Revised training curriculum for small to medium enterprise management produced</i></p>	<p>Expected results: Number of revised training curricula produced</p> <p>Actual Results: TCCIA: Not achieved TCT: not applicable ZNCCIA: not applicable</p>	<p>FGDs with UNVs Key informant interviews with TCT Executive Director; TCCIA former Executive Director and a.i. Executive Director</p>
<p><i>Output Governments sensitized on the impact of volunteerism in achieving the MDGs</i></p>	<p>Expected Result: Number of businesses embracing volunteerism</p> <p>Actual results: Not achieved</p>	<p>FGDs with UNVs FGDs with Arusha Chamber FGD with Morogoro Chamber</p>

Output 5: Capacities of the National Chamber of Commerce, TCT and ZNCCIA enhanced	<p>Expected Results: 6 Management and Operational Manuals & Guidelines produced</p> <p>Results: Partially achieved</p> <p>Actual Results-TCCIA: Six Manuals written collaboratively With the BTZ UNV programme; None are not yet approved; Capacity building: IT staff capacity Built through project,; IUNVs transferred skills to NUNVs Who are now retained by TCCIA</p> <p>Results-TCT: UNVs trained staff on website and newsletter Results: ZNCCIA: not achieved</p>	<p>APPR 2015</p> <p>FGD with TCCIA UNVs</p> <p>Key informant interviews with TCCIA, UNV Project Coordinator; TCT Executive Director; UNIDO BIC ZNCCIA</p> <p>FGD with ZNCCIA</p>
	<p>Expected Results: At least 500 prospective members visited.</p> <p>Results: Partially achieved</p> <p>Actual Results: TCCIA: AYVEP UNVs with BMZ UNVs through Corporate Partnering/Mentoring B2B activity</p> <p>Results: TCT: not applicable Results: ZNCCIA: not applicable</p>	
	<p>Expected Result: Membership increased by 10%.</p> <p>Actual Results Partially Achieved Results-TCCIA: No details are available; as the TCCIA membership database includes both current as well as lapsed members, and increases in membership cannot be determined (see also Table 3)</p> <p>Results: TCT: not known Results: ZNCCIA: not applicable</p>	
	<p>Expected Result: 2 IUNVs, 5 NUNVs placed at TCCIA</p> <p>Actual Results: Achieved</p>	
	<p>Expected Result: Over 1000 SMEs in Tanzania networked</p>	<p>TCT workshop reports 2008, 2011, 2013</p> <p>FGD with ZNCCIA</p>

Results: Partially Achieved – see above, Output 2	FGDs with Arusha Chamber; Morogoro Chamber
Expected Result: At least 5 business websites linked. Actual Results: Not achieved	Interview with former ZNCCIA NUNV
Expected Result: Increased number of ICT innovations:	Key informant interviews with TCT, TCCIA; IUNV IT specialist
Results: Achieved: TCCIA: 7 new or enhanced ICT products produced for TCCIA;	FGD with TCCIA UNVs
ZNCCIA: one M&E internal application produced	
TCT: 1 website, 1 newsletter created	

Effectiveness of Component Implementation - TCCIA:

Donor-funded projects are TCCIA's most significant source of revenue.³⁵ For a membership-based private sector entity this is not sustainable, and interviews with Chamber officials and members confirm that increasing revenues from services and membership fees is a priority. Towards this aim, the online products developed by the AYVEP UNVs for TCCIA, including an SMS mass messaging platform, an online Certificate of Origin system; an online business directory; and membership database, are all appropriate technological tools to support greater services to members and thereby generate increased revenues.

³⁵Key informant interviews at TCCIA; see also Table 3, below: I am grateful to the TCCIA for providing me with these figures by email on 27 May 2016.

DETAILS	BUDGET 2013	% TOTAL	BUDGET 2014	% TOTAL	BUDGET 2015	% TOTAL
	Tzs '000		Tzs '000		Tzs '000	
INCOME -OWN SOURCE	451,015	31.11%	543,042	50%	463,218	38%
MEMBERSHIP	21,000	1.45%	63,126	6%	122,485	10%
TRADE MARK	554,400	38.24%	169,520	16%	200,000	16%
UNIDO-SPX/BEST-AC	61,322	4.23%	37,200	3%	-	0%
UNV-BMZ	361,876	24.96%	279,442	26%	436,250	36%
CONSOLIDATED INCOME	1,449,613	100%	1,092,330	100%	1,221,953	100%

Moreover, the 15 workshops and other events facilitated by the AYVEP UNVs for TCCIA, including topics such as small business planning, marketing and intellectual property (a list of these events is given in **Annex 5** below) constitute a delivery of services and a transfer of knowledge which is also appropriate, as was the training of NUNVs and building the capacity of TCCIA staff in related areas. While there is anecdotal evidence that these activities supported SME development, it is difficult to quantify or qualify the extent to which they did so, because (1) there were no baselines to determine pre-workshop levels of awareness; (2) there was no post-event follow up or tracer studies of the participants in these workshops,³⁶; and (3) SME staff may take several workshops and/or trainings, and it would be difficult to attribute changes solely to the UNV-facilitated ones.³⁷ Furthermore, trainings and services may be only one of many factors contributing to MSME growth.

It is also challenging to determine the extent to which this project's products and activities generated increased membership revenue for the TCCIA. According to a broad breakdown of TCCIA revenues from 2013-2015 p(above), the Chamber's revenues have actually decreased since 2013 (see below, Table 3, "TCCIA Revenues 2013-2015"). While funds from membership fees have increased over this period, and anecdotal evidence suggests that the UNV online products have contributed to this increase, there are no specific, comparative figures that could confirm this. Moreover, it must be noted that membership fees can be paid in ways other than on line, for example, in person to Regional Chambers of Commerce. Therefore any increase in revenues from membership fees cannot be attributed solely to the on line products developed by this project. Moreover, as the membership database includes both current and lapsed members, it is not possible to ascertain if it has contributed to an increase in either members or revenues.

The on line business directory, which is also a product of this project, includes both members and non-members; it is not necessary to be a current TCCIA member to register. The numbers of member and non-member businesses listed in the directory from 2012 to date, particularly if the numbers of non-members is increasing, would provide an indication of the level of members' satisfaction or dissatisfaction with the level of services provided by TCCIA. However, there are no figures to quantify this.

There are also no figures to confirm whether the online Certificate of Origin system contributed to more certificates being issued, and therefore to greater revenues generation.

There is evidence that the on-line systems developed through the AYVEP Programme have increased TCCIA's visibility. For example, the project -developed on-line Non-Tariff Barriers (NTB) reporting system, which allows businesses to SMS their complaints to TCCIA and to receive an instant response

The most recent series of workshops facilitated by the AYVEP UNVs were the four intellectual property workshops held in 2015. In an attempt to obtain participants' feedback on the extent to which these workshops provided information which was useful for their businesses, the evaluator, with the IUNV IT specialist and the NUNV business service, prepared and emailed a short survey to 103 IP workshop participants: see Annex 6, "Email Survey Request and Questionnaire", below.. Unfortunately, only 25 responses were received and, although all of the responses were positive, the results were statistically insignificant to demonstrate the effects of the workshops.

³⁷ For example, the Morogoro SMEs stated that they had attended various workshops in addition to those offered by TCCIA on accessing finance for small business, and that each of them provided information which was useful for her: Interviews in Morogoro on 28 April 2016 and in Zanzibar on 2 May 2016.

from the system, received second prize at the 2013 World Chambers of Commerce competition.³⁸ Indeed, the NTB reporting system is the most visible output that can be attributed solely to this component. There is also anecdotal evidence that the updating of the TCCIA website and the creation of an on-line business directory have raised the Chamber's visibility, and possibly increased membership, but there are no figures available at present which can quantify this³⁹.

It must also be noted that the availability of TCCIA online services is dependent on connectivity, but in-house issues, including the resignation of TCCIA's head of IT, have obstructed internet access at the Chamber, including its online member services, for at least the past three months.⁴⁰ This is highly unfortunate, as a key objective of the AVYEP was to increase the TCCIA's services to members, and an environment which is not enabling hinders the effectiveness of such support.

Capacity Building at TCCIA

One of the aims of the AVYEP Tanzania component was to strengthen the capacity of the TCCIA to develop and deliver member-focused services. As there was no institutional assessment, it is difficult to quantify the extent to which the AVYEP UNVs built the capacity of TCCIA staff or the organization over the past nine years, as well as the extent to which it will be sustainable when the UNVs exit. However, in at least one instance, staff capacitated by the UNVs left the Chamber for employment elsewhere. Furthermore, the TCCIA does not have a retainer clause in staff contracts that might deter the exit of capacitated staff.

However, the TCCIA has now taken on four of the AVYEP UNVs as staff, as a step towards ensuring the institutional transfer of skills and knowledge acquired through the Programme.

Effectiveness of Component Implementation at TCT

Through the AVYEP, one IUNV and one NUNV, both of whom were tourism development specialists, were deployed to the TCT. Their support to the TCT included the design and launch of the Confederation's website and its newsletter. It also included the organization and facilitation of nine trainings on small business planning, business management, access to finance and customer relations between 2008 and 2013. The participants' assessments of the trainings, which were solicited through questionnaires distributed and collected as the last exercise in the workshops, indicated that the subjects were useful for their businesses.⁴¹ Indeed, the workshop topics still remain relevant to TCT members' needs.⁴²

³⁸ This competition was held in April 2013. However, neither UNV nor AVYEP is mentioned in the TCCIA's announcement that the Chamber's NTB SMS monitoring system was awarded this prize:

<http://www.tccia.com/tccia/?p=2685>

³⁹ These numbers were not provided to the evaluator

⁴⁰ In her FGDs at the Arusha Chamber, which included representation from the Kilimanjaro, Manyara as well as Arusha Regional Chambers of Commerce, some of the participants were quite vocal about TCCIA's seemingly inability to maintain online services: Arusha Chamber FGD, 28 April 2016

⁴¹ Workshop reports from 2008, 2011, 2012, 2013

⁴² Key informant interview, Zanzibar, 2 May 2016.

However, the TCT workshop participants were not followed up after the trainings to determine the outcomes of the UNV project's facilitated workshops, and it is now not possible to quantify or qualify the results of those events.⁴³

As noted above, the TCT was short-staffed, and the UNVs deployed there were also used for stop gap staffing. Although the TCT website and its newsletter were managed by staff immediately after the UNVs left, once those staff in turn exited, neither the website nor the newsletter were maintained. Only recently has the TCT been able to engage additional staff to re-post and manage its website.⁴⁴

Effectiveness of Component Implementation at ZNCCIA

Through the AYVEP, UNV support to ZNCCIA consisted of one NUNV who was deployed from November 2014 to February 2016 to create a human resource (HR) performance appraisal system. The ZNCCIA has eleven full-time staff⁴⁵. The HR system was not fully completed at the time the NUNV left ZNCCIA.⁴⁶ The use of the ZNCCIA UNV at the host institution for staff stop gapping, as noted above, was a key reason why the M&E staff appraisal system was incomplete at the time of his exit.

One of ZNCCIA's priority needs is for marketing and communications expertise to improve its outreach and grow its membership to generate additional revenues: the greatest portion of ZNCCIA revenue is currently generated through development partner projects⁴⁷; and ZNCCIA is aware that this is not sustainable⁴⁸. Additionally, as the UNIDO Business Information Centre (BIC) project at ZNCCIA winds down at the end of June 2016, another priority need could be for support to assist with its transition and handover to ZNCCIA, in order to ensure that the range of customer-focused services and core functions developed, marketed and delivered by BIC, are maintained without interruption for members.

AYVEP support to ZNCCIA might have better met the organization's priority needs had its UNV placement been informed by a pre-deployment rapid assessment of its institutional requirements and by consultation with other DPs supporting activities there⁴⁹.

⁴³ The TCCIA UNV Project Coordinator was able to locate two of the participants from the 2013 workshop in Morogoro and in Zanzibar, but neither could clearly recall the details of those trainings: Interviews in Morogoro

⁴⁴ Interview with TCT Executive Director, 29 April 2016.

⁴⁵ International Trade Centre, *Performance Improvement Roadmap for the Zanzibar National Chamber of Commerce, Industry and Agriculture*, September 2015, p. 8. The International Trade Centre is associated with UNIDO, one of ZNCCIA's most significant supporters.

⁴⁶ In addition to his M&E task, the former ZNCCIA NUNV also provided follow up on possible group loans for SME ZNCCIA members through People's Bank of Zanzibar. He also provided PA support to the ZNCCIA ED: telephone interview with former NUNV ZNCCIA, 3 May 2015, Dar es Salam.

⁴⁷ Some 75% of ZNCCIA's revenues come from donor projects; only 13% are from membership fees, and the remaining 12% are generated through services (mainly sales of certificate of origin) and other sources: International Trade Centre (ITC), *Performance Improvement Roadmap for ZNCCIA*, op. cit., pp. 8-9

⁴⁸ The *Performance Improvement Roadmap* was prepared by the ITC following an on-line self-assessment exercise by ZNCCIA which was carried out under the ITC's Institutional Assessment, Benchmarking and Performance Improvement Programme in July 2015: *Performance Improvement Roadmap*, p. 5

⁴⁹ ZNCCIA requested a UNV from AYVEP for M&E-related tasks after an internal review of its "...organizational structure and identifying M&E as necessary position to create," ZNCCIA Executive Director comment on draft evaluation, June 2016. Moreover, in the PIR, implementation of a proper results measurement system and key performance indicators is presented as one of its five key outputs, after the development of a strategic plan; clarification of Board and staff roles; the development and marketing of customer-focused services; and obtaining secured sources of funding: p. 6.

3.2.4 *Impact*

Although there is anecdotal evidence that some of the trainings and sensitizations facilitated by the AYVEP UN Volunteers have contributed to the growth of small businesses, it is not possible to attribute this solely to AYVEP as the staff of these SMEs have attended workshops supported by other organizations. Overall, given the absence of baselines for Project activities, the difficulties in data availability and the implementation of similar activities by other development actors at the AYVEP sites, it is difficult to determine to more precisely attribute the Project's impact.

3.2.5 *Sustainability*

Institutional capacity building through skills transfers from IUNVs to NUNVs taken on by TCCIA could be sustainable, but as the Chamber's financial resources are limited, they may require ongoing support from donors over the short to medium term for this. Moreover, although ICT technology and training subjects were relevant and appropriate, if the host organization cannot provide an enabling environment or retain capacitated staff, or if revenue generation is insufficient for operating costs, neither the technology nor the training can support sustainable institutional capacity building.

3.2.6 *Partnerships*

UNV has developed constructive relationships with the TCCIA, TCT and ZNCCIA implementing partners as well as with the other UN and donor representatives working in the TCCIA and ZNCCIA, e.g. UNIDO and KOICA. These relationships offer windows for UNV's future engagements with them and with other stakeholders.

3.2.7 *Summary of Findings on the Tanzania Component :*

- *Relevance.* The Programme's overarching poverty reduction theme as well as the objective of its Tanzania component were and remain both relevant and timely to the country context. Moreover, the technologies which were introduced by the AYVEP to the host institutions and the trainings facilitated by the UNVs for TCCIA and TCT were relevant and appropriate to support the growth of SMEs.
- *Effectiveness and Efficiency.* The delivery of planned outputs in the Tanzania component has been uneven in terms of efficiency and effectiveness, due in part to the use of the UNVs for stop-gap staffing rather than for planned AYVEP activities at the host institutions. Furthermore, the environment at the TCCIA is not presently conducive to the use or support of the UNV on-line products. The most visible output of this component has been the project's developed NTB SMS reporting system, which was acknowledged by the World Chambers of Commerce in 2013 as well as replicated elsewhere, and which has thus raised the profile of the TCCIA both nationally and internationally.
- *Impact.* The most visible outcome of the Tanzania component is the sharing of skills and knowledge acquired by the NUNVs within and beyond the AYVEP host institutions. In addition to the four NUNVs that have been retained as staff by the TCCIA, some of the NUNVs from the AYVEP Tanzania component are now engaged in professional positions in national organizations, including the Tanzania Institute of Management and Finance, the Bank of Tanzania, and Tanzania Commercial Regulatory Authority; and one is employed by the International Telecommunications Union. This is a noteworthy example of South-South knowledge transfer

- *Sustainability.* Institutional capacity building through skills transfers from the IUNVs to the four NUNVs who have now been taken on as staff by the TCCIA could be sustainable. However, as the Chamber's financial resources are limited, it may require ongoing support from donors over the short to medium term to fund their salaries.
- *Partnerships.* UNV has developed constructive relationships with the TCCIA, TCT and ZNCCIA implementing partners as well as with the other UN and donor representatives working in the TCCIA and the ZNCCIA; and these relationships offer windows for UNV's future engagements with them and with other stakeholders.

4. LESSONS LEARNED AND BEST PRACTICE

There are several key lessons learned from the AYVEP which can inform the design and strategies of future initiatives and collaborations. These include:

Monitoring and Evaluation

A strong M&E system is essential to measure a Programme's progress against plan. The M&E system(s) should be referenced in its project document and finalized in its inception phase. The AYVEP did not have a well-articulated M&E plan, nor were its UNVs aware of M&E methodologies other than the quantitative reporting of outputs. It is therefore difficult to quantify or to qualify many of the results that are anecdotally attributed to the Programme. Future interventions supported by UNV would benefit from the inclusion of an M&E plan, including roles, responsibilities and timelines for reporting, into projects from their design phase, as well as adding instruction on basic M&E terminology and methodology into the induction sessions for volunteers.

A Project Approach to the Agricultural Sector and SME Development

A project approach to the agriculture sector and to SME development, and which is neither demand-driven, informed by contextual knowledge nor integrated into other DPs' initiations, may not have sustainable results. The technologies introduced by the project in the Zambia component were appropriate to the project site, but not all of them were appropriate for the beneficiaries targeted by the Programme at the time of its implementation. A pre-inception review of the project site, and/or consultation with other DPs there, could have better informed the Programme on its choices of beneficiary groups as well as of new agricultural technologies.

Redefining beneficiary groups

During the course of Programme implementation, beneficiary target groups may need to be redefined to better align with demographic changes and with emerging post-design issues. In the case of the AYVEP, the lack of interest by youth in farming⁵⁰ means that most of the members in the local farmers associations are females and older males, rather than younger men; and this is an issue which is seen in the agriculture sector regionally and beyond.⁵¹ Projects which have been designed since the AYVEP now reference both women and youth as key stakeholders and recognize the importance of specifically engaging youth and women in their interventions⁵²

New Themes

Factors beyond the control of the Programme may cause certain project themes to become more urgent, or to make new themes more relevant. For example, the current drought in Choma makes the AYVEP's food security theme even more timely. The food security theme is also closely linked to the programming priority *community resilience for environment and disaster risk* presented in UNV's *Strategic Plan 2014-2017*.

⁵⁰ See above, footnote 10

⁵¹ Interviews with Project Manager, Sustainable Integrated Land Management Programme, SNV, Lusaka, 12 May 2016, and interview with Programme Manager, Smallholder Agribusiness Promotion Programme, IFAD, Lusaka, 13 May 2016.

⁵² See above, footnote 10

Programmatic anchor

Projects require a programmatic anchor with the requisite resources and staffing to oversee, track and monitor implementation and outputs, as well as to guide any course correction which might be necessary during the implementation phase. A programmatic anchor was lacking in the design of the AYVEP, although the project document implies that UNV would fill this role. However, as noted above, the UNV Programme Officers in the respective Field Units did not function as Programme Managers, nor were they anticipated to do so in the AYVEP project document.

Moreover, while UNV has demonstrated its comparative advantage in the sourcing and deployment of skilled human resources for the AYVEP, the agency is limited in its on-site programme management and implementation capacities. This is due in part to the role which UNV has traditionally played in aid interventions as an operational partner for the identification and deployment of volunteer project staff, as well as the agency's limited resource mobilization capacity. Consequently, programme management and implementation functions are customarily provided by the partner UN agencies into whose projects UNVs are placed. The absence of an on-site programme manager to oversee and guide implementation, as well as to facilitate linkages between the AYVEP's Zambia and Tanzania components, has constrained both intended programme outputs and outcomes as well as cross-programme and cross-institutional learning

Sustainability

Exit and sustainability strategies must be built into programmes from their design stage to ensure that their results are maintained after interventions are wound down. The assumption that outcomes will be sustained because projects are implemented by local counterparts and are aligned with national priorities may not always be well-founded, as they do not take into account, for example, the extent to which partners' capacities and resources may be limited. Results achieved through the AYVEP could be sustained where those results align with implementing partners' priorities and policies, and where host organizations have the managerial capabilities and institutional capacities to support them, e.g. the ICT products developed for the TCCIA are appropriate to support member services, and they are appreciated by members. However, as noted above, the TCCIA does not presently offer an environment which is conducive either to their use or their sustainability.

Good Practice

The IUNV-NUNV transfer of skills and mentoring in the AYVEP worked well. This, as well as the institutional transfer of knowledge through the AYVEP NUNVs to the implementing partners and beyond to other institutions where they are now employed, are good examples of South-South cooperation.

5 SUMMARY OF EVALUATION FINDINGS

Relevance

The AYVEP's overarching poverty reduction theme, as well as the objectives of its Tanzania and Zambia components, were relevant and appropriate to the respective countries' contexts. Moreover, the technologies introduced by the UNVs were relevant and appropriate to the objective as well as to the targeted project site in Zambia, and also to the SME development objective of the Tanzania component. However, the technologies introduced through the Zambia component were not appropriate for the targeted smallholder farmer beneficiary group, as they had not yet developed into commercial cooperative units. In the Tanzania component, while there is anecdotal evidence that the online products developed by UNV supported an increase in TCCIA membership services and revenues and supported SME growth, this cannot be quantified, nor could it be attributed solely to the AYVEP. Furthermore, the present environment at the TCCIA is not one which is enabling for the use of the UNV online products. In both components, the collection of more contextual information during the AYVEP's design phase could have better informed the Programme's strategies, including partner and beneficiary group selection.

Efficiency

As detailed above in Chapter 3, the delivery of planned AYVEP outputs has been uneven in terms of efficiency and effectiveness, due in part to the use of its UNVs for stop-gap staffing rather than planned AYVEP activities in each of host institutions in Tanzania and Zambia.

Effectiveness

The AYVEP aimed for policy, institutional and sector outputs and outcomes. However, the Programme's actual versus intended results were uneven. The design, operational and management-related bottlenecks which hindered the Programme's progress have been noted above as well as summarized in *Constraints*, below. Nonetheless, some positive outcomes have been achieved by, or in part through, the AYVEP. These include:

- The SMS platform developed by AYVEP UNVs for TCCIA, has been adopted by other organizations;
- Some of the business practices introduced in workshops organized by AYVEP UNVs, such as the intellectual property and business plan development workshops organized for TCCIA, have contributed to MSME growth, e.g. to the small businesses targeted by the Project in Morogoro.⁵³ However, as the MSME representatives often attend a variety of trainings, it is not possible to specifically attribute MSME growth only to AYVEP activities. Arguably the most visible output of the Tanzania component has been the UNV-developed NTB SMS reporting system, which has raised the profile of the TCCIA both nationally and internationally.
- The most visible output of the Zambia component is the greenhouse which was jointly built by two farmer beneficiaries as a result of the greenhouse sensitization sessions given and demonstration models constructed by the UNVs
- UNV is seen by its AYVEP IPs as a trusted, credible partner and a reliable source of skilled human resources

⁵³ Key informant interview, Dar es Salam, 18 May 2016.

Another important outcome of the Tanzania component is the transfer of skills and knowledge from the IUNVs to the NUNVs, who in turn have transferred them to; and the skills that they acquired through the AYVEP are thus being shared beyond the Programme's original host organizations. This is a noteworthy example of South-South cooperation and knowledge transfer.

Impact

While there is anecdotal evidence that some of the trainings and sensitizations facilitated by the AYVEP UN Volunteers have contributed to the growth of small businesses, it is not possible to attribute this solely to AYVEP, as the staff of these SMEs have attended workshops supported by other organizations. Overall, given the absence of baselines for Project activities, the difficulties in data availability and the implementation of similar activities by other development actors at the AYVEP sites, it is difficult to determine to more precisely attribute the Project's impact.

Sustainability

Results achieved thus far through the AYVEP could be sustained where those results align with implementing partners' priorities and policies, and where host organizations have the managerial capabilities and institutional capacities to support them, e.g. the ICT products developed for the TCCIA are appropriate to support member services, and they are appreciated by members. However, the TCCIA does not currently offer an environment which is conducive to either their use or their sustainability. Additionally, the AYVEP IUNVs' capacity building of TCCIA's staff will be sustainable only if the capacitated staff are retained.

The IUNV-NUNV transfer of skills and mentoring worked well and, as four NUNVs have been hired by MOA/MLF Zambia and four also by the TCCIA, this knowledge is being institutionalized. It is also being shared with organizations beyond the AYVEP host institutions. For example, some of the NUNVs from the AYVEP Tanzania component are now engaged in professional positions in national organizations, including the Tanzania Institute of Management and Finance, the Bank of Tanzania, and Tanzania Commercial Regulatory Authority; and one is employed by the International Telecommunications Union. The Project's sensitization of the Choma district extension officers on the advantages of greenhouse and drip irrigation technologies is also significant: more than two years after these demonstrations, the officers still strongly advocate for the introduction of these technologies locally. These are notable example of South-South cooperation and knowledge transfer

Constraints

The achievement of the Programme's anticipated results was constrained by the absence of an on-site programme manager; the lack of an M&E system; the UNVs' incomplete understanding of monitoring beyond the quantitative reporting of outputs; the absence of linkages and synergies between the Tanzania and Zambia components; insufficient competencies at the Dar es Salam host institution to provide an enabling environment for use of new technologies; and the use of the UNVs for stop-gap staffing in each of the AYVEP's host institutions.

6 CONCLUSION AND RECOMMENDATIONS

Some positive outcomes have been achieved by, or in part through, the AYVEP. Particularly notable is the sharing of skills acquired from the IUNVs by the NUNVs beyond the Programme's original host organizations, as well as the UNVs' successful sensitization of the Choma extension officers on innovative agricultural technologies. These are noteworthy examples of South-South cooperation and knowledge transfer.

Moreover, the Programme has well-demonstrated UNV's comparative advantage as a trusted, reliable source of skilled volunteer personnel to support development initiatives; and the constructive relationships developed between UNV and the AYVEP partners offer windows for UNV's future engagement with them and with other stakeholders.

However, the Programme's actual versus intended outputs have been uneven. There were design, operational and management-related bottlenecks which constrained the AYVEP's progress. These included the absence of an on-site programme manager; the lack of a well-articulated M&E system to track outputs and measure outcomes; and the volunteers' incomplete understanding of monitoring beyond the quantitative reporting of outputs. There was also insufficient contextual knowledge to guide the Programme's strategies for achieving results and to better inform its selection of implementing partners and host organizations in Tanzania as well as its choice of beneficiaries in Zambia. Each of these bottlenecks could have been ameliorated by the inclusion of a programmatic anchor with the resources and staff to support the project design phase and to manage and monitor the AYVEP. Finally, the delivery of planned outputs in both components was less efficient than expected due to the use of the UNVs for stop-gap staffing at each of the host institutions.

Although the AYVEP has now wound down, its overarching theme of poverty reduction and its objectives for food security and economic growth remain relevant to governments, donors and communities. Moreover, the aim of the Zambia component is particularly pertinent to UNV's current *community resilience for environment and disaster risk reduction* and *youth*-themed programming priorities. Although the objective of the Tanzania component is less closely linked to UNV's present programming strategies, it nonetheless is a key focus for some of UNV's customary UN agency partners such as UNIDO and UNDP.

The AYVEP thus provides a basis for future interventions for UNV to support in both Zambia and Tanzania. Recommendations for UNV on ways to build on the partnerships developed through and the lessons learned from the AYVEP are presented below.

Themes for post-AYVEP interventions

As the food security objective of the Zambia component remains timely, and as it is closely linked to UNV's community resilience for environment and DRR programming priority, UNV should explore the possibilities for building on the partnerships and lessons learned from the AYVEP for post-AYVEP interventions through related themes such as CCA, women and youth entrepreneurship in agribusiness, and support to non-food rural enterprise which are currently the subjects of projects under implementation with UN agency partners such as IFAD (the Smallholder Agribusiness Promotion Programme) and FAO (the Climate Smart Agriculture programme), or under development, such as the \$50 million environmental project under UNDP Zambia.

A programmatic anchor for post-AYVEP intervention`

Although the AYVEP has well-demonstrated UNV's comparative advantage as a trusted, reliable source of skilled volunteer personnel to support development initiatives, UNV has limitations in terms of programme implementation and resource mobilization. It is therefore strongly recommended that any intervention built upon the AYVEP should be undertaken by UNV in partnership with a UN agency that has the resources and staffing to provide a programmatic anchor for it. For food security-related projects in Zambia, agencies with specific mandates in this area such as FAO, IFAD or WFP would be appropriate partners and programmatic anchors; as would UNDP through its poverty reduction or environment portfolios. UNV already has established relationships with each in the country. For private sector development-related activities in Tanzania, both UNIDO and UNDP would be appropriate partners and programmatic anchors.

Implementing Partners in post-AYVEP interventions

UNV should build upon the constructive relationships it developed with its AYVEP partners in any post-AYVEP or other related interventions. Recommended implementing partners include:

- MoA in Zambia. The MoA has Research and Social Science Units in its provincial offices; and one of the objectives of these units is to conduct baseline studies to inform project strategies. For post-AYVEP project formulation and programming, UNVs could be deployed to these units to assist with baseline studies and other types of analyses, in partnership with one or more of the UN agencies which has a food-security related mandate, e.g. IFAD, FAO or WFP.
- Regional Chambers of Commerce in Tanzania. UNV could build on the success of the intellectual property and marketing workshops facilitated through the AYVEP by supporting these and other demand-driven services through the deployment of UNVs to UNIDO or one of the other DPs who already support projects in the regional chambers.
- ZNCCIA. UNV could support the Performance Improvement Roadmap-agreed actions such as marketing and/or communications and/or a results measurement system, in partnership with UNIDO or another UN partner of ZNCCIA. In addition, as the UNIDO BIC project winds down in June 2016, the responsibility for the services it provides are to be transferred to ZNCCIA. UNV could support this transition through the deployment of UNVs who are skilled in relevant areas of BDS and business law, in partnership with UNIDO.

Monitoring and Evaluation in post-AYVEP and other interventions

UNV should include reference to basic M&E terminologies and methodologies, as well as the rationale for programme M&E, in the induction of its volunteers for all projects. Not only will this better inform the volunteers' reporting of outputs and outcomes, including the disaggregation of data by gender and age; it will as well improve the measurement of project results

Funding for Post-AYVEP interventions

Over the past decade, significant interest in and support for both PSD and smallholder agriculture-themed interventions has been shown by non-traditional funders, including non-DAC donors and corporate foundations, in addition to the more traditional multi-lateral DAC donors to these sectors. Reference has already been made to the youth- and women-focused agricultural and financial inclusion activities supported in sub-Saharan Africa by the MasterCard Foundation and the Howard Buffett Foundation. It is therefore recommended that UNV proactively explore possibilities for partnership with them for post-AYVEP and related projects.

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ANNEX 1

Terms of Reference

1. BACKGROUND

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN Volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity, as well as the values that sustain it: free will, commitment, engagement and solidarity.

1.1 Project background: The Asia Youth Exchange Programme, which was launched in 2006, provides a mechanism for UN volunteers from Asia to volunteer in Africa and transfer skills and knowledge in the fields of agriculture and the private sector, especially to small-medium scale enterprises.

The programme objectives and design are based on the long-standing Japanese commitment and interest in development assistance to Africa, which started through the Tokyo International Conference on Africa Development (TICAD) in 1993. It is in line with the priority of poverty reduction and MDG-related outcomes as outlined in the cooperation agreement between the national governments and the UN system in the context of the United Nations Assistance Development Framework (UNDAF) in Tanzania and Zambia.

Since its inception, the programme has demonstrated good practices in approaches for strengthening the informal business and agricultural sectors in the two countries. Information extrapolated from regular monitoring missions and annual progress reports has confirmed that in Zambia the programme is contributed to the adoption of sustainable and innovative agricultural practices which could provide a long term solution to food security in the country. While in Tanzania, the programme has contributed to the strengthening of the informal business sector through proper management and planning practices especially of small to medium scale enterprises.

The consultant will work in close collaboration with Portfolio Teams of the two countries (PM, PO, PAs) and the UNDP Management of Tanzania and Zambia in consultation with the implementing agencies.

2. MAIN OBJECTIVES, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK.

Main Objectives

The main objective of the Final Evaluation of the Asia Youth Volunteer Exchange Programme in Tanzania and Zambia is to assess the relevance, effectiveness, efficiency, impact and sustainability of the project.

The specific MTE objectives are to:

- Evaluate the contributions made by the Asia Youth Exchange Programme towards achievement of its intended outcomes and outputs in Tanzania and Zambia;
- Assess the effectiveness of the institutional and implementation arrangements for delivering the project's outputs;
- Provide strategic recommendations for consideration and to inform future UNV programming on volunteering and volunteerism;
- Identify and generate evidence- based knowledge on good practices and lessons learned.

Description of Responsibilities (scope of the work)

The following are the expected outputs for this evaluation. Templates for the documents are included in the annexes.

- Evaluation inception report:
 - Evaluation matrix with the evaluation design, methodology, key questions, indicators and means of verification;
 - Detailed information on evaluation methods and data collection tools to be used;
 - Evaluation work plan with a schedule of tasks, activities, and deliverables.
- Draft and final evaluation report in English with executive summary that can be used as stand-alone document.
- Power point presentation based on final report for dissemination.

Indicative timeframe:

Inception report to be submitted after - **5 days upon signing of Contract**

Draft Evaluation Report – **after 20/25 days**

Final Report – **after 10 days**

Up to 35 working days starting from 12 April, 2016 with estimated due time/dates as follows:

Key milestones/ deliverables	Estimated completion time/date
Desk review conducted	Within 2 days
Briefing meetings and interviews undertaken with UNV HQ and FUs	Within 4 days
Inception report and detailed work plan submitted to UNV and UNDP	Within 5 days
Data collection is conducted in the Field (Tanzania and Zambia)	Within 20 days
Draft evaluation report is prepared and consultation briefing held at project level/...	Within 25 days
Comments from UNV and project stakeholders to consultant on draft evaluation report and recommendations are incorporated	Within 31 days
Final evaluation report is prepared and presented to project stakeholders (incl. evaluation commissioners)	Within 35 days

The consultant is expected to produce a final analytic report in English that should include the following contents:

1. Executive summary
 - Brief description of the project
 - Context and purpose of the evaluation
 - Main conclusions, progress rating for project implementation and towards project objectives and outcomes (using the six point UNDP rating scale) recommendations and lessons learned.

2. Introduction
 - Project background
 - Purpose of the evaluation
 - Key issues addressed
 - The output of the evaluation and how will they be addressed
 - Methodology of the evaluation
 - Structure of the evaluation
3. The project and its development context
4.
 - Project start and its duration
 - Implementation status
 - Problems that the project seeks to address
 - Immediate and development objectives of the project
 - Volunteerism for development and its impact
 - Main stakeholders
 - Results expected
5. An analysis of the situation with regard to outcome, output and partnership strategy
6. Key findings including best practices and lessons learned assessment of performance.
 - Project concept and design**
 - Implementation approach
 - Country ownership
 - Stakeholders participation
 - Cost-effectiveness
 - Linkages between project and other interventions within the sector
 - Management arrangement
 - Implementation**
 - Monitoring systems
 - Risk management
 - Project management (work planning and reporting)
 - UNDP country office contribution
 - Partnership strategies
 - Results**
 - Measurement of results
 - Project strategy
 - Prospects of sustainability
 - Rating of Project implementation (employing the six point UNDP rating scale)
 - Rating of progress towards objectives and outcomes (employing the six points UNDP rating scale)
 - Tracking and verification of co-financing
7. Conclusion and recommendations

- Corrective actions for design, implementation, monitoring and evaluation of the project
- Actions to strengthen or reinforce benefits from the project
- Proposals for futures direction underlining the main objectives
- Suggestions for strengthening governments' ownership, management of potential risks.

8. Lessons learned

- Good lessons learned relating to effectiveness, efficiency and relevance

9. Annexes:

- ToR, Itinerary, people interviewed, document reviewed, etc.

10. The length of the final evaluation report shall not exceed 30 pages including annexes

Methodologies or Approaches

An outline of an evaluation is provided on page 9; however, the consultant is responsible for revising the approach as necessary. Any changes should be in line with international standards and professional norms and standards. They must however be cleared by UNDP/UNV and the governments of Tanzania and Zambia before being applied by the consultant.

The evaluation should be conducted according to UNEG norms and standards that apply to UNV and UNDP ([http://portal.unv.org/oec/EU/Monitoring Evaluation Tools/UNEG Norms Standards 2011.pdf](http://portal.unv.org/oec/EU/Monitoring%20Evaluation%20Tools/UNEG%20Norms%20Standards%202011.pdf)).

The evaluation must provide evidence based information that is credible and useful. It must be easily understood by project partners and applicable to the remaining project duration period and beyond. The evaluation methodology to be used by the evaluation consultant should be presented in the report in detail. It should include information on: the briefings/interviews in project sites in Tanzania and Zambia, with relevant UNVHQ and regional office staff, desk review, stakeholders' mapping leading to an inception report. The inception reports should include:

- Evaluation matrix with key questions, indicators and means of verification.
- Detailed information on evaluation methods and tools to be used.
- Evaluation work plan.

The list of documentation to be reviewed includes but may not be limited to:

- URT/UNDP and GRZ/UNDP Memoranda of Understanding – SBBA
- Cash Plans and other budget documents including ATLAS generated reports.
- Project documents.
- Annual Project and donor reports of the two projects.
- Minutes of Steering Committee/Project Board meetings
- Mission Reports
- Volunteer Management documents

- Field Visits – plan
- Questionnaires
 - Participatory approaches for data gathering and analysis of data to be used.

3. Core Competencies

Leadership: Responsible for own work

Innovation: Ability to make new and useful ideas work, analyses and recommends

People management: Manages self or supervises others in process execution

Communication: Listens, eager to develop professional voice, shares information

Delivery: Completes work under established methods.

4. Qualifications

Education: A Masters or higher degree in social, behavioral science or economics is desirable.

Experience: 8 or more years in the field of social and economic development is required. At least five years' experience in evaluation of projects with specific emphasis on Result Based

Applicants have to provide a technical and financial proposal.

The technical proposal shall describe the methodology and the approach how to fulfill the required deliverables as well as outline the major components of its implementation.

The financial proposal shall consist of all-inclusive lump sum for the whole duration of the contract period, which shall include the consultancy fee, costs of living, costs for insurance, and cost of travel to and from the duty station. The financial proposal shall contain a breakdown of these costs and indicate the number of off-days the consultant wants to take during the contract period (if any).

The lump sum/contract price is fixed regardless of subsequent changes in the cost components.

Criteria for Selection of the Best offer:

The selection of the best offer will be based on the combined scoring method – where the qualifications

Qualified candidates are requested to apply online via the UNDP website. Interested candidates are advised to carefully review this ToR and ensure that they meet the requirements and qualifications described above. Applications should contain: A brief cover letter, a short summary of relevant qualifications and a technical proposal. Please paste the letter into the "Resume and Motivation" section of the electronic application. A current completed and signed P11 form/ UN Personal History Form in English. Blank form can be downloaded from

www.sas.undp.org/documents/p11_personal_history_form.doc

Please also include your CV. Contact details for 3 references. Incomplete applications will not be considered. Please make sure you provide all requested materials. All documents should be scanned and attached in one pdf format document.

ANNEX 2

Evaluator's Profile

Dr. Annette Ittig is a Dubai-based social scientist and evaluation expert with 15 years' experience in sub-Saharan Africa, the Middle East and South Asia, including Ethiopia, Kenya, Zimbabwe, Uganda, Somalia, the United Arab Emirates, Indonesia, Iraq, Nepal, Afghanistan and elsewhere, with UN, donor and private sector clients, including the World Bank, UNDP, ILO, UN-Habitat, UNICEF, DFAT/CIDA; and the MasterCard Foundation. Her areas of expertise include livelihoods; job creation; SME; social enterprise; corporate social responsibility and community investment; public/private and multi-stakeholder partnerships. Her recent assignments include the *Review of the (Donors') Development Assistance Group Project Phase IV- Support to the Government of Ethiopia National Development Plan and the International Aid Effectiveness Agenda* for UNDP Ethiopia (2015); the *Evaluation of the 2012-2015 Zimbabwe UNDAF* for UNDP Zimbabwe (2014); and the formulation of the project document for *Multi-stakeholder Partnerships for Disaster Recovery: An Integrated Approach to Localizing Pre-Disaster Recovery Preparedness*, a joint Government of Indonesia/UNDP disaster recovery project for UNDP Indonesia (2015). She received her doctorate from the University of Oxford, England.

ANNEX 3

Evaluation Matrix

Evaluation Criteria	Questions	Data Sources
Relevance	<p>Was the design of the programme adequate to properly address the issues envisaged in the formulation of the programme?</p> <ul style="list-style-type: none"> • If so, has it remained relevant? • To what extent do the provisions of the original programme document serve as a useful guide for its operations in Tanzania? • To what extent did the provisions of the original programme document serve as a useful guide for its operations in Zambia? 	<p>UNV, TCCIA, ZNCCIA; TCT; MOA/MLF; Project Board meeting minutes; other project documentation; UNDP</p>
Effectiveness	<p>To what extent has the programme been able to deliver against its objectives?</p> <ul style="list-style-type: none"> • How many and which of the intended outputs have or have not been delivered so far as planned? • What key challenges have hampered the delivery of the intended outputs? <p>How has the governance structure in which the Programme operates affected its delivery?</p> <ul style="list-style-type: none"> • How effectively has the programme been managed? • How effectively has the programme been managed from an operational perspective? • How could the effectiveness of programme support be strengthened in future initiatives? <p>Which aspects of the programme have been most effective so far? Which ones are the least effective?</p>	<p>UNV, TCCIA, ZNCCIA TCT; MOA/MLF; Project Board meeting minutes; other project documentation; site visits; FGDs with beneficiaries</p>
Efficiency	<p>Has the Programme been implemented within deadline and cost estimates?</p> <ul style="list-style-type: none"> • Have there been time extensions on the project? • What were the circumstances giving rise to the need for time extension? <p>Was support to the programme appropriate in achieving the desired objectives and intended results?</p> <ul style="list-style-type: none"> • If not what were the key weaknesses? • Were the results delivered in a reasonable proportion to the operational and other costs? • Could a different type of intervention lead to similar results at a lower cost, e.g. joint programming and cost sharing with another UN agency 	<p>UNV; TCCIA, ZNCCIA; TCT; MOA/MLF; Project Board meeting minutes; other project documentation; site visits; FGDs with beneficiaries</p>

	<p>Were the funds utilized as planned?</p> <ul style="list-style-type: none"> • If not, why? <p>What mechanisms does UNV have in place to monitor implementation and results?</p>	
Sustainability	<p>Will the outputs delivered so far through the programme be sustained by national capacities after the end of the programme duration?</p> <ul style="list-style-type: none"> • Will there be adequate funding available to sustain the functionality over the short, medium and longer term? 	UNV, TCCIA, ZNCCIA; TCT; MOA/MLF
Partnerships	<p>Have relationships with key partners functioned as planned and intended?</p>	UNV, UNDP, TCCIA, ZNCCIA, TCT, MOA/MLF

ANNEX 4

List of Respondents

Tanzania Component

UN Agencies

UN Volunteers

Ms. Sarah Anyoti, Portfolio Manager (Bonn)
Mr. Robert Palmer, Portfolio Manager (Bonn)
Ms. Stella Karegyesa, Programme Officer (Dar es Salaam)
Mr. Tapiwa Kamuruko, Regional Manager (Nairobi)
Ms. Katherine Ashton, Monitoring and Evaluation (Bonn)

UNVs

Mr. Philip G. Mwesigwa , IUNV Project Coordinator (Dar es Salaam)
Mr. Puspa Bhattarai, IUNV IT Specialist (Dar es Salaam)
Ms. Rahel Emmanuel, NUNV Business Processes Coordinator (Dar es Salaam)
Mr. Kennedy Simundi, NUNV IT Specialist (Dar es Salaam)
Mr. John Kagaha (formerly NUNV in ZNCCIA)

UNDP Tanzania

Mr. Alvaro Rodriguez, Resident Representative
Mr. Ernest Salla, Programme Specialist, Inclusive Growth Portfolio

UNDSS Tanzania

Mr. Lee Peterson, Field Security Officer

UNIDO Tanzania

Mr. Tillman Guenther, Chief Technical Advisor, ZNCCIA

Private Sector - Tanzania

Nexlaw Associates

Dr. Saudin Mwakaje, Intellectual Property Specialist/Senior Advocate

Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)

Mr. Daniel Mchemba, Former Executive Director (2011-March 2016)
Ms. Specioza Mashauri, Previous (2009-2010) & Current Executive Director (1st May 2016)
Ms. Magdalena Mkocho, Executive Director a.i.

TCCIA Regional Chairmen

Mr. B. Bachoo, Regional Chairperson, Morogoro
Mr. Adolf R. Olomi, Former Chairman, Arusha
Mr. Bonifasi Mariki, Chairman, Kilimanjaro
Ms. Mwanahamisi Hussein, Manyara TCCIA Executive Officer

Tourism Confederation of Tanzania (TCT)

Mr. Richard Rugimbana, Executive Director

Zanzibar Association of Tourism Investors

Ms. Fatma Khamis, Executive Secretary

Zanzibar Chamber of Commerce, Industry and Agriculture (ZNCCIA)

Ms. Munira Said, Executive Director
Mr. Hassan, Programme Manager
Mr. Iddi, Membership Services
Mr. Samir Omar Haji, ICT Coordinator/Trainer (BIC)

Beneficiaries and Beneficiary Groups

Sunflower Group, Morogoro
Ms. Rose Swai, Choice Coffee Company, Morogoro
Ms. Mary, Accountant, Safaris R Us, Morogoro
Mr. Ali J. Ali, Communications Officer, Zanzibar Tourism

Zambia Component

UN Agencies

UNV Zambia

Ms. Flavia Sembera, UNV Programme Officer
Ms. Fridah Dakah, UNV Programme Assistant

UNDP Zambia

Mr. Martim Faria e Maya, Country Director
Mr. Ian Milimo, Assistant Resident Representative

UNDSS

Mr. Martins Apraku Kusi, UN Security Advisor,

FAO

Mr. Misael Kokwe, Climate Smart Agriculture, Technical Coordinator, FAO

IFAD

Mr. Kwibisa Liywalii, Programme Manager, Smallholder Agribusiness Promotion Programme

Government of Zambia

Ministry of Agriculture

Mr. Peter Lungu, Director, Technical Services, Lusaka
Dr. Max Choombe – Provincial Agriculture Coordinator, Choma
Mr. Paul Nyambe, Principle Agriculture Officer Choma
Mr. Brighton Miyanze, Senior Agriculture Specialist
Mr. Sipawa Songiso, Senior Irrigation Engineer
Mr. Nkanga Hantumbu , Senior Land Husbandry Officer
Mr. Mabvuto Phiri, Senior Agriculture Officer Choma
Ms. Mweemba Mudaala , Field Officer Kalomo District.
Mr. Kelly Mwauluka (former NUNV)

Ministry of Livestock and Fisheries

Mr. Wakung'uma Muliya Mukumbuta, Provincial Livestock Production Officer, Southern Province

NGOs

SNV

Mr. Arend van der Goes, Project Manager, Sustainable Integrated Land Management Project

Former UN Volunteers

Mr. Rajendra Uprety (by Skype and email)
Mr. Tom Tengco (by email)

Beneficiary Groups

Mr. Ndele, Farmers Group, Kalomo
Mrs. Beatrice Ndele, Farmers Group, Kalomo
Mr. Godfrey Mwindi, Vice Chairman, Farmers Group, Kalomo
Mr. Torrex F. Maluza, Vice Chairman, Farmers Group, Choma

ANNEX 5
Evaluation Schedule
14 April – 9 June 2016

Date	Time	Name/Group/Institution	Location	Persons Met
Thursday, 14 April		Document review	Dubai	
Friday, 15 April	11:00	Skype	Dubai	Stella
		Document review	Dubai	
Tuesday, April 19	11:00	Skype: preliminary schedule, Tanzania site visits, respondents	Dubai	Stella
	5:30	Skype: schedule; Zambia site visits, respondents;	Dubai	Robert
Wednesday, April 20	Document review, preparation of draft inception report			
Thursday, April 21	International consultant travel from home base to duty station			
Friday, April 22	11:00	Introductory meeting	UNDP Dar es Salaam	Stella, Annette
	11:30	Security Briefing	UNDSS	Sika, Mr. Lee Patterson
	12:00	Procurement, accommodation, visa matters	UNDP	Nasser, Procurement
	4.00	Preliminary schedule of meetings and site visits	UNDP	Stella, Philip
Sunday, April 24	Finalization and submission of draft inception report – Annette			
Monday, April 25	8.00	Review of draft inception	UNDP	Stella, Philip
	9:30	TCCIA component	TCCIA	Philip, Annette, TCCIA UNVs
	2.00	Tourism component overview	TCT	Philip, Stella, Annette, Mr. Richard
	4.00	Background on TCCIA component	Coral Beach Hotel	Philip, Annette, Stella, Mr. Makenda, former ED, TCCIA
Tuesday, April 26	9:00 (TBC)	Additional UN meetings (CD, RR, others?)	UNDP	Annette
	11.00	TCCIA, SME overview	UNDP	Annette, Ernest Salla, Economic Advisor, UNDP
	12:00	Review of draft inception report	UNDP	Annette, Stella
	14:30	Travel to Morogo		Annette, Philip

	20.00	Overview of Morogoro Chamber concerns	Oasis Hotel, Morogoro	Annette, Philip, Mr. B. Bachoo, Chairman, Morogoro Regional Chamber
	9:00	Overview of Morogoro Chamber's activities	Chamber office, Morogoro	Annette, Philip, Mr. Michael M., Executive Officer, Morogoro Regional Chamber
Wednesday, April 27	10:00	Beneficiary business site visit – Sunflower Cluster	Morogoro	Annette, Philip, Michael, members of Sunflower Cluster (see below, Beneficiaries)
	13:00	Validation of consultant's findings	Baluch Restaurant, Morogoro	Annette, Philip, Michael, Mr. Bachoo
	14:00 – 23:15	Travel from Morogoro to Arusha by road	Morogoro-Arusha	Annette, Philip
Thursday, April 28	9:00	FGD with Arusha, Kilimanjaro, Manyara Regional Chamber representative	Arusha Regional Chamber offices	Annette; Mr. Boniface Mariki, Chairman, Kilimanjaro Regional Chamber; Mwananhamisi Hussein, Executive Officer, Manyara; Legal Officer, Arusha Regional Chamber; Ramadan, IT, Arusha Regional Chamber; XXX?
	14:45	Interview with former Arusha Chamber Chairman	Arusha Regional Chamber offices	Annette, Philip, Mr. Adolf Olomi, Former Chairman, Arusha Regional Chamber; Mr. Walter S. Maeda, Chairman, Arusha Regional Chamber; Ms. Batula
	17:30	Interview with 2013 TCT workshop participant	Arusha	Annette, Philip, Ms. Mary, Accountant; Safaris-R-US
	19:30	Interview with TCCIA workshop participant	Morogoro	Annette, Philip, Mrs. Rose Swai, Owner, Choice Coffee Co. Ltd.
	21.55	Consultant returns to Dar es Salaam from Arusha by air	Arusha - Dar	
Friday, April 29	9:30 – 4:30	Client survey preparation; review of Project Board minutes on AYVEP	TCCIA	Annette, Puspa, Rahel
	11.30	Initial phase of AYVEP – telephone interview	TCCIA	Annette, Mrs. Masauri, former Executive Director, TCCIA
	13.-00	Debrief on field visits	UNDP	Annette, Stella

Saturday, 30 April	TBC	Write up of field notes; prep for Zanzibar validation session	Dar es Salaam	Annette
Monday May 2	8:30	Focus Group Discussion – ZNCCIA	Zanzibar Chamber	Annette; Philip; Mrs. Munira Said, Executive Director; Mr. Iddi Osman Iddi, Membership Sales Manager; Mr. Hassan Wekesya Salim, Programme Manager; Board Member
	11:45	UNV facilitated training in business development planning and loans	ZATI	Annette, Philip, Ms. Fatma, Executive Secretary, ZATI
	1:00	UNV BDP workshop participant	Zanzibar Tourism	Annette, Philip, Mr. Ali J. Ali, Marketing Officer, ZT
	18:00 – 18:30	Consultant returns to Dar from Zanzibar by air	Zanzibar – Dar es Salaam	Annette
Tuesday May 3	9.50	History of AYVEP – Skype and phone call	Dar es Salaam	Annette, Mr. Tapiwa, Regional Manager, UNV (Nairobi)
	10:30	Follow-on phone call		Annette, Tapiwa
	1:00	UNV work at ZNCCIA		Annette, Mr. John Kagaha, former NUNV, ZNCCIA
Wednesday May 4		Prep of preliminary Zambia schedule		Annette
Thursday, May 5	10:30-11:15	Prep of preliminary Zambia schedule	Dar	Annette, Flavia, Fridah (by Skype)
	11.15	BIC, SPX, UNV in ZNCCIA	Dar	Annette, Tillman (by phone)
Friday, May 6	11:20-12:00	UNV Tanzania overview; BMZ UNV project; possible future interventions	Dar	Annette, Stella, Philip, Puspa (by Skype)
Saturday, May 7	Additional Zambia reading			
Sunday, May 8	16.55-21.05	Consultant travels from Dar to Lusaka		Annette
Monday, May 9	9:45	Review of schedule	UNV	Annette, Flavia, Fridah
	10:00	Security brief, UNDP	UNDP	Annette, Mr. Martins Apraku Kusi, UN Security Advisor

	10:30	UNV, UNDP Zambia	UNDP	Annette, Mr. Ian Milimo, Assistant Resident Representative/Poverty Reduction Advisor
	15:00	Project Background	MOA/MLF	Annette, Mr. Peter Lungu, Director, Technical Services, MOA/MLF
Tuesday, May 10	8:30	Follow up on project	UNDP	Annette, Ian
	9:30-13:30	Travel from Lusaka – Choma		Annette, Flavia, Brighton
	14.30		MOA/MLF Choma	Annette, Flavia, Dr. Maxwell Chombe, Provincial Agriculture Coordinator, MOA/MLF; Mr. Paul Nyambe, Principal Agriculture Officer, MOA/MLF Choma
	15:00- 17:00	Focus Group Discussion with Choma agriculture extension officers	MOA/MLF Choma	Annette,
Wednesday, May 11	9:00	Focus Group Discussion with Choma farmers associations representatives	MOA/MLF Choma	Annette (See Annex Responents),
	10:00	MOA/MLF-feed, livestock issues	MOA/MLF Choma	Annette, Mr. Makumbuta Wakung'uma Muliunda, Provincial Livestock Production Officer
	10:30	Validation with MOA/MLF stakeholders	MOA/MLF Choma	Annette, Flavia, Mr. Nyambe, Mr. Makumbuta Wakung'uma Muliunda,
Thursday May 12	11:30	Choma fieldtrip debrief	UNDP	Annette, Mr. Martim Faria e Maya, UNDP Zambia Country Director
	12:30	Choma fieldtrip debrief	UNV	Annette, Robert (Skype)
	3:00	AYVEP Phase I background	UNV	Annette, Mr. Anock Kapira, former Programme Officer, UNV Zambia
	4:00	Related activities by Development Partners	SNV	Annette, Mr. Arend van der Goes, Project Manager, Sustainable Integrated Land Management Project, SNV
Friday, May 13	9:00	Related interventions by UN partners	IFAD	Annette, Mr. Kwibisa Liywalii, Programme Manager, Smallholder Agribusiness Promotion

				Programme, IFAD
	10:00	Related interventions by UNV partners	FAO	Annette, Mr. Misael Kokwe, Climate Smart Agriculture, Technical Coordinator, FAO
	12:45	Additional AVYEP background details	UNV	Annette, Flavia, Fridah
	14:00	2011 evaluation of AYVEP	UNDP	Annette, Mr. David Musano (by telephone)
Saturday, May 14	10:00 – 16:30	Consultant travels from Lusaka to Dar es Salaam		Annette
Monday, May 16	Preparation of draft and stakeholder ppt			
Tuesday, May 17	Preparation of draft and stakeholder ppt			
	11:00	Draft presentation agenda; guest list	Seacliffe Hotel	Annette, Stella (by phone)
	14:45-15:45	MOA/MLF Zambia concept notes; fieldtrip; overview of presentation session	Seacliffe Hotel	Annette, Robert (Skype)
	16:00	TCCIA IP workshop participant	Seacliffe Hotel	Annette, Philip, Mr. Julius Wambura, FRABHO Food Processing Ltd. (by phone)
Wednesday, May 18	Preparation of draft and stakeholder ppt			
	9:00	TCCIA IP workshop presenter	PPF Tower	Annette, Philip, Dr. Sadin J. Mwakaje, Partner, NexLaw Advocates
	14:30	Former IUNV irrigation expert, Choma	Seacliffe Hotel	Annette, Mr. Rajendra (Skype)
Thursday, May 19	10:00-13:30	Stakeholder ppt presentation UNDP conference room		
Friday, May 20 – Thursday, May 26	Revision of draft incorporating feedback from presentation Submission of draft to UNV; Circulation of draft to stakeholders by UNV, allowing two weeks for comments			
Thursday, June 9	Consolidation of stakeholder comments by UNV; UNV forwards comments to Consultant			

Friday, June 10 – Tuesday, June 14	Revision of evaluation report incorporating stakeholder feedback; submission of final report to UNV
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ANNEX 6
TCCIA 2015 Intellectual Property Workshop
Email Survey Request and Survey Form

Email Survey Request

29 April 2016

Dear TCCIA IP Workshop Participants:

The TCCIA Intellectual Property workshops which you attended were supported by the United Nations Volunteers (UNV)

This phase of the UNV support to the TCCIA is being concluded. As part of the final assessment of the IP workshops, and to determine whether there could be interest in additional information, support and/or workshops on this subject, we would very much appreciate your completing the short form which you can access through this link:

<http://goo.gl/forms/AQPCfNk3EE>

It would be much appreciated if you could complete and return within one week, by 9 May 2016.

Neither your name nor your email address will appear in your form, unless you wish to include it at the bottom of the form.

Thank you very much for your kind consideration and cooperation,

The United Nations Volunteer Asia Youth Volunteer Programme at TCCIA

Email Survey Form

TCCIA/UNV INTELLECTUAL PROPERTY WORKSHOP - YOUR FEEDBACK IS IMPORTANT !

We would love to hear your thoughts and feedback on the TCCIA INTELLECTUAL PROPERTY RIGHTS & BUSINESS COMPETITIVENESS workshop you attended which was supported by the UNV programme.

1. Describe your SME *

Male Headed

Female Headed

Location *

Sector *

Number of Staff

2. When did you have the TCCIA INTELLECTUAL PROPERTY training? *

2014
2015
2016

3. What were your expectations regarding the INTELLECTUAL PROPERTY training? *

To get information to help protect my business
To get information to help my branding
Other

4. Was the training useful for your business needs? *

Useful
Very useful
Not so useful
No

5. What kind of follow up to the training was given? *

I got help from TCCIA
I got help from Lawyer
Other
None

6. What activities did you do in your SME as a result of this training? *

Registered my trademark
Nothing yet
I need more information
Other

7. Today, in what area is your greatest need for guidance? *

More IP information
Marketing
Networking
BDS
Other

8. Do you have any other feedback on the IP workshop?



إرسال Email

ANNEX 7

Workshops, Trainings and Networking Events Facilitated by UNV for TCCIA and TCT Members from 2007-2015*

TCCIA			
SN	Workshop / Training	Number of Participants	Place
1.	Development of Chamber MIS: TCCIA On-line Business Directory and Exporters Directory - Orientation and Planning Workshop	35	Morogoro
2	Launch of TCCIA Online Business Directory Workshop	95	Dares-salaam
3.	TCCIA Management & Operation Manuals & Guidelines Validation Workshop	50	Dares-salaam
4.	Break Fast Meeting of Business owners with Minister of Industry ,Trade & Investment	178	Dares-salaam
5.	Morogoro Sunflower cluster- Business Plan and Entrepreneurship Training	35	Morogoro
6.	Mwanza Business Forum - Intellectual Property & Business Competitiveness Seminar	95	Mwanza
7.	Arusha Business Forum - Intellectual Property & Business Competitiveness Seminar	70	Arusha
8.	- Intellectual Property & Business Competitiveness Seminar	35	Dares-salaam
9	Tanga business forum - Management & Organization of Trade fair	92	Tanga
10	Federation of India Export Trade organization show	50	Dares-salaam
11	Belgium Business meeting ((Business to Business)	50	Dares-salaam
12	Women entrepreneurship workshop	50	Dares-Salaam
13	India Business Forum	70	Dares-Salaam
14	Kijana jiajiri Mentorship training	75	Dares-Salaam
15	Database Management Workshop	32	Mwanza
	Total Number of Workshops, Trainings	15	

TCT**			
No.	Workshop / Training	Number of Participants	Place
1.	Business Development Plan (BDP) Mwanza at G & G Hotel	22	Mwanza
2.	Business Development Plan (BDP) Tanga Mkonge Hotel	22	Tanga
3.	Business Development planning & Customer Relation Management (CRM)	22	Zanzibar
4.	Business Development Plan (BDP) Beach Comber Hotel	22	Dar es-salaam
5.	Business Development Plan (BDP) Arusha	22	Arusha
	Total Number of Workshops, Trainings	9	

*Although UNV facilitated these events, the workshops, trainings and networking sessions were conducted by independent trainers and subject experts.

**According to the TCT, nine workshops were held between from 2008-2013; details for five of these workshops were provided to the evaluator.

Workshops, Trainings and Networking Events Facilitated by UNV for MoA/MFL and Local Farmers in Zambia 2008-2014

No.	Workshop/Training	Number of Participants	Events
1.	Greenhouse vegetable cultivation	306 farmers	5
2.	Soil testing and dissemination of results	500 farmers	20
3.	Simple water lifting devices for irrigation	3 districts – 1,024 farmers*	10
4.	On-site coaching on greenhouse management	5 districts – 306 farmers	5
5.	Promotion of small holder biogas plants	120 farmers sensitized 6 technicians trained in biogas stove manufacture* Results – 40 households using biogas stove*	10
	Total Number of Workshops, Trainings		50

ANNEX 8

PowerPoint Presentation to Stakeholders in Dar es Salaam, 19 May 2016

(attached as separate file)

ANNEX 9

United Nations Volunteers (UNV) Asia Africa Youth Volunteers Exchange Programme Final Evaluation Validation Workshop Notes⁵⁴

19th May, 2016, 1030-1300, UN Compound Conference Hall, Dar es Salaam, Tanzania

Agenda

1. Welcoming and opening remarks
2. Brief presentation on project
3. Final evaluation presentation
4. Comments, Questions & Issues raised
5. Closing remarks

Topic	Discussions, Issues Raised and Agreements
1. Welcoming Remarks	Ms. Stella Karegyesa (Programme Officer, UNV Tanzania) welcomed all participants to the workshop, and introduced Dr. Bwijo Bwijo (Practice Specialist, UNDP) as the representative of the UNDP Country Director and Chairperson of the meeting, Dr. Annette Ittig (Independent consultant/evaluator) and Mr. Mwesigwa (UNV Project coordinator, Asia Africa Youth Volunteers Exchange Project) and Ms. Flavia Sembera, UNV Programme Officer, UNV Zambia .
2. Opening Remarks	Chairperson Dr. Bwijo Bwijo opened the workshop by, welcoming all participants and introducing the workshop agenda. He acknowledged the presence of the Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) and The Zanzibar National Chamber of Commerce, Industry & Agriculture (ZNCCIA), as well as the contributions of UNV. Introductions were made round the table, and participants introduced themselves.
3. Brief Presentation of the project	Mr. Mwesigwa (UNV Project coordinator, Tanzania) proceeded to give a brief presentation on the Asia Africa Youth Volunteers Exchange Project (AAVEP). Highlights of the presentation were: <ul style="list-style-type: none">- UNV advocates the recognition of volunteers, engaging with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers;- The AAVEP launched in 2006, provides a mechanism for UN volunteers from Asia to volunteer in Africa and transfer skills and knowledge in the fields of agriculture, and the private sector;- The programme is funded by the Japanese Government, and part of the objectives are to build capacity in innovative agricultural practices, and enhance the growth of MoA/MLFI to medium enterprises;- The host agencies in Tanzania are TCCIA, ZNCCIA and Tourism Confederation of Tanzania (TCT);- 5 International UNVs and 13 National UNVs shared skills and exchanged

⁵⁴ The notes were taken by IUNV Julian D'Silva and UN Youth Volunteer Aaron Cunningham.

	knowledge with host agencies.
4. Final evaluation Presentation	<p>Dr. Annette Ittig (Independent consultant/evaluator) thanked the TCCIA, ZNCCIA, TCT, and the UNV office and all participants for their contributions to the evaluation process. She proceeded to present on the final evaluation of the UNV coordinated AAVEP.</p> <p>Highlights of the presentation were:</p> <ul style="list-style-type: none"> - The project has been funded by the Government of Japan and is a product of Japan’s long standing commitment to provide development assistance to Africa; - Objectives include strengthening national and subnational capacities to enhance understanding, and respond to specific development needs in the agriculture and private sectors, while focusing on the role of volunteerism; - There are two components of the project – Zambia (2007- 2014) & Tanzania (2007 – 2016), with a total funding of \$ 2.17 m from the Government of Japan; - Lack of baselines and tracking of TCCIA trainees hindered measurement of results; - Some technologies and products developed and/or introduced by AAVEP UNVs, are now used both by IPs and have been adopted by other organisations; - The IUNV – NUNV transfer of skills and mentoring has worked well; some NUNVs have been hired by MOA/MLF Zambia and TCCIA, and the knowledge has been institutionalised; - The projects overarching goals remain relevant to Government and development partners and to communities; - Other project design findings - this is an ambitious programme with two related but separated which do not support each other; - The project was designed as a Quick Implementation Project (QIP), but there are no quick results in agriculture or Micro, Small, and Medium Enterprise Development; - Post design issues include: changes in the local contexts; Demographic changes; and changes in the development agenda e.g. Sustainable Development Goals (SDG’s); - Project component in Tanzania promoted volunteerism and improved policy and infrastructure support for SME development; - Activities and outputs include: an SMS platform, membership database, redesigned website, electronic certificate of origin (CoO),online business directory; the workshop on intellectual property garnered positive outputs - Capacity building – 3 NUNVs taken on as TCCIA staff; - ICT technology and training were relevant, although if the implementing partner does not provide an enabling environment or retain capacitated staff or if revenue generation is insufficient, neither the technology nor the training can support sustainable institutional CB; - Among lessons learned: projects require a programmatic anchor, beyond a coordinating agency to oversee and monitor implementation and outcomes; Monitoring and evaluation system and follow up of trainees should be an integral part of the project. <p>Questions, Comments and Issues raised:</p>

TCT: Has there been a monitoring and evaluation mechanism in place, to track activities and associated results?

Consultant: There was no specific M & E policy in place toward the project and this was a problem of the project design.

Chamber of Commerce, Kilimanjaro: To comment and emphasise the mentioned problems of following up, it is noted that most members or traders don't maintain the same mobile number nor email addresses. Therefore, it is difficult to keep in touch and communicate.

Consultant: The issue of communication is helped by remote monitoring in certain countries. It is acknowledge that many don't have access to email, however with as technology advances in outreach, it is hoped improvements will take place to enable tracking and monitoring.

TCCIA HQ: We commend the presentation of findings from the evaluation process. Tracking results has been highlighted as a challenge. Did the training reports provide any inputs on tracking results, e.g. evaluation and feedback after the training? On revenue generation, one of the initial targets for TCCIA, was to reduce the cost of doing business, essentially by utilising ICT systems, however this has not guaranteed, in the short term, a reduction in the cost of doing business for TCCIA but it has for the exporter. It is still too early to see a reduction in cost for the Chamber. This will be registered over time.

It is recommended that future donor interventions specify how much of the budget addresses the day to day operations of the chambers; it may not essentially have to be allocated in monetary terms – this could be in the form of expertise which addresses day to day operations.

SUGECO: Staff moving on should not be seen as a negative thing. Although some staff and UNVs have moved on they still remain an asset to the organisation. They carry over the learning and apply it in their new setting so the exchange and transfer of skills and knowledge is not lost to nothing. Additionally, the staff/UNVs remain an asset to TCCIA and continue supporting it in many ways.

UNDP: The lack of M&E expertise in the programme has been acknowledged. It is suggested that a UNV M&E expert is dedicated toward monitoring project activities. Also, it is encouraged that south-south learning and cooperation is enhanced through organising retreats where UNVs can exchange information (i.e.in this case, Tanzania and Zambia UNVs could have come together for sharing of experiences and this could have been advantageous for the Project).

TCCIA: Determining the end points of a project, and planning on the phase beyond is important, for e.g. work on intellectual property was done with the objective of acquiring knowledge; once this objective is met, it should be ensured that the 2nd step is planned, for instance, it is through evaluating its usefulness.

TCT: It is recommended that an online database is created to use as a platform for members to inform where they are based and what they are doing, essentially with a view to exchanging knowledge and retaining it. We commend the UNVs for their work, and recognise more can be done on accountability so that organisations do not miss out on the benefits of volunteerism.

TCCIA: The existing database only records members (contact) information and sector at the moment, for e.g. email addresses etc. but certainly can be used as an option to build on and adapt to a knowledge sharing platform.

UNDP: Knowledge sharing between countries is of critical importance and a valid need. Project documents detail annual work plans and multi work plans – it is suggested that the Implementing partners (IPs) and UNV capture how M&E deliverables will be carried out in such plans.

Morogoro Sun Flower Producers: This meeting is highly appreciated; more so, as I am a participant not representing an institution, however can be considered a beneficiary. The project outcomes cut across communities. It is suggested that evaluation methodologies are based on quantitative information, to better measure the success of the project. Secondly, educating communities (business and markets) on the work of such UNV projects is recommended. It is also encouraged that national banks (for e.g. agricultural development bank) are more forthcoming in developing partnerships with communities.

UNDP: The training workshops involved representatives from banks, and offered a platform for networking toward developing partnerships.

Consultant: It should be noted that there are alternative partners to work with, aside national banks, for e.g. The MasterCard Foundation focuses on small scale farmers and catalysing financial inclusion.

UNDP: The evaluation findings are commendable. The project did not have a mid-term evaluation since its inception 8 years ago. This would have been important in terms of redirecting the project if the need was there. This should be taken into consideration for any future successor project and should be included in the lessons learned. The Project also lacked a full time Programme Manager dedicated to the Project (the current Project Coordinator had only come on board at the end of 2015). An important aspect to also consider for any future successor project is a Communications and advocacy aspect. A dedicated Coms Officer should be part of the project design both for partnerships, advocacy and resource mobilisation. The UNV Marketing Specialists component had worked mainly on Chamber branding, capacity building, etc. It is also encouraged that UNVs and IPs are involved from the project start-up phase, for e.g. through a thorough induction/orientation so that everyone is on board re expectations of the project and the volunteerism aspect. Finally, the turnover of (Programme) staff at UNV HQ, UNV FU also affects institutional memory and a thorough handover system (on UNV supported Projects)

	should be considered/instituted.
5. Closing remarks	<p>Chairperson: acknowledged that the evaluation was a success, and appreciated the comments and discussions.</p> <p>Appreciating that the Project was closing on 31st May 2016, and therefore the UNVs contracts were coming to an end, he commended their work over the years and invited Ms. Fatuma Hamis, representing the TCCIA Executive Director, a.i. to join him in serving the UNVs their Certificates of Service. After which he thanked all participants for their attendance and officially closed the workshop.</p>

Validation Participants

- | | |
|--------------------------------|--|
| 1. Bonifasi Mariki | Kilimanjaro TCCIA Executive Officer |
| 2. Gotfrid Mganda | Dar es salaam TCCIA Executive Officer |
| 3. Mwanahamisi Hussein | Manyara TCCIA Executive Officer |
| 4. Francis John Mboro | TCCIA Arusha |
| 5. Bachoo S. Bachoo | Morogoro, TCCIA Chairman |
| 6. Micheal Mlambiti | Morogoro TCCIA Executive Officer |
| 7. Salum Ahmad | Morogoro Sun Flower Producers |
| 8. Rose Swai | Choice Coffee Co. Ltd. |
| 9. Julius Wambura | FRABHO Enterprises Ltd |
| 10. Pili Mwinchande | Temeke - TCCIA Executive Officer |
| 11. Fatuma Hamis | TCCIA HQ - Represented Executive Director a.i. |
| 12. Iddi Othman Iddi | ZNCCIA - Membership Service Manager |
| 13. Samir Omar | ZNCCIA - IT Manager |
| 14. Moses Mugereza | Tourism Confederation of Tanzania, Policy & Advocacy Analyst |
| 15. Zahra Mahmoud | UNV Marketing and Business Processes Officer |
| 16. Rahel Emanuel | UNV Business Processes Coordinator |
| 17. Nelson Kennedy Sumundi | UNV IT Specialist |
| 18. Puspa Raj Bharranti | UNV IT Specialist |
| 19. Geoffrey Philip Mwesigwa | UNV Project Coordinator |
| 20. Mr. Patrick Emmanuel Magai | Strategic Partnership Exchange, UNIDO Project Coordinator |
| 21. Mr. Elibariki Shammy | TCCIA / Trademark East Africa, Project Coordinator |
| 22. Mr. Revocatus Kimario | Former UNV and current Executive Director, SUGECO |
| 23. Flavia Sembera | UNV Programme Officer, Zambia |
| 24. Dr. Bwijo Bwijo | Programme Specialist, UNDP |
| 25. Stella Karegyesa | UNV Programme Officer, Tanzania |
| 26. Rehema Sanga | UNV Programme Assistant, UNDP |
| 27. Natalie Rulloda | UNV Programme Analyst, UNDP |
| 28. Julian D'Silva | UNV Programme Analyst, UNDP |
| 29. Ayehun Park | UN Youth Volunteer, UNDP |
| 30. Aaron Cunningham | UN Youth Volunteer, UNDP |
| 31. Freda Mwakasukya | UNV Programme Associate, UNDP |

ANNEX 10
AYVEP UN Volunteer Assignments

Tanzania Component

Tanzania Chamber of Commerce Industry and Agriculture			
Name	Nationality	Post	Duty Station
Theodore Robillos	Philippines	IUNV Marketing	Dar es Salaam
Marialanda Goyayi	Tanzanian	NUNV IT Specialist	Dar es Salaam
Philip Masamba	Tanzanian	NUNV Marketing Specialist	Dar es Salaam
Kain Mvanda	Tanzanian	NUNV Marketing Specialist	Dar es Salaam
Puspa Raj Bhattarai	Nepal	IUNV IT Specialist	Dar es Salaam
Victoria Rutakara	Tanzania	NUNV IT Specialist	Dar es Salaam
Sangwon, Lee	S. Korea	IUNV Marketing Specialist	Dar es Salaam
Anna Msonsa	Tanzanian	NUNV Marketing Specialist	Dar es Salaam
Margareth Godson	Tanzanian	NUNV IT Specialist	Dar es Salaam
Catherine Sinje	Tanzanian	NUNV Marketing Specialist	Dar es Salaam
Kennedy Simundi	Tanzanian	IT Specialist	Dar es Salaam
Philip G Mwesigwa	Ugandan	Project Coordinator	Dar es Salaam
Zahra Mohamed	Tanzanian	Marketing & Business Processes Officer	Dar es Salaam
Rahel Emanuel	Tanzanian	Business Processes Coordinator	Dar es Salaam
Rehema Sanga	Tanzanian	Programme Assistant	Dar es Salaam

Zanzibar Chamber of Commerce, Industry and Agriculture			
Name	Nationality	Post	Duty Station
John Kigahe	Tanzanian	M&E Specialist	Zanzibar
Tourism Confederation of Tanzania			
Name	Nationality	Post	Duty Station
Asif Soroush	Afghan	UNV Tourism Development Advisor	Dar es Salaam
Victoria Ayub	Tanzanian	NUNV Tourism Development Specialist	Dar es Salaam

Zambia Component

Ministry of Agriculture			
Name	Nationality	Post	Duty Station
Rao Venkatarama Rao	Indian	Agriculture Specialist	Choma
Primitivo Tom Tengco	Philipino	IUNV Agriculture Development Specialist	Choma
Pervaiz Akhtar	Pakistani	Agriculture Specialist	Choma
Musadabwe Chulu	Zambian	Agriculture Extension Specialist	Choma
Odetta Mumba	Zambian	Agriculture Extension Specialist	Choma
Rowen Jani	Zambian	Agriculture Extension Specialist	Choma
Mr. Rajendra Uprety	Nepalese	IUNV – Irrigation Specialist	Choma
Ms. Francia Villavicencio	Philippine	IUNV – Agriculture Development Specialist	Choma
Ms. Peggy Taimo	Zambian	NUNV – Agriculture Extension Assistant	Mazabuka
Mr. Kelly Mwauluka	Zambian	NUNV – Agriculture Extension Assistant	Choma

Mr. Colenty Choonga	Zambian	NUNV – Agriculture Extension Assistant	Kanzungula
Mr. Mostern Simuliye	Zambian	NUNV – Agriculture Extension Assistant	Kalomo
Mr. Hardley Magunje	Zambian	NUNV – Agriculture Extension Assistant	Monze