

**MID-TERM REVIEW OF THE DEVELOPMENT  
FUND OF NORWAY'S MALAWI & ZAMBIA (MAZA)  
SUSTAINABLE AGRICULTURE PROGRAMME**

**Final Report**

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## ACRONYMS

ADC	Area Development Committee
ADD	Agriculture Development Division
AICC	African Institute of Corporate Citizenship
ASWAp	Agriculture Sector-wide Approach
CAADP	Comprehensive Africa Agriculture Development Programme
CBO	Community Based Organization
CEPA	Centre for Environmental Policy and Advocacy
EPA	Extension Planning Area
DF	Development Fund of Norway
FYF	Find Your Feet
HBC	Home-based Care
IEC	Information, Education and Communication
MACRO	Malawi AIDS Counselling and Resource Organization
MA-ZA	Malawi – Zambia
MGDS	Malawi Growth and Development Strategy
MTR	Mid Term Review
MUSCCO	Malawi Union of Savings and Credit Cooperatives
MZADD	Mzuzu Agriculture Development Division
NfYD	Network for Youth Development
NRM	Natural Resource Management
SA	Sustainable Agriculture
SO	Strategic Output
TAPP	Trustees of Agricultural Promotion Programme
ToT	Training of Trainers
VDC	Village Development Committee
VSLA	Village Savings and Loans Association

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We take responsibility for any omissions, misrepresentation of facts or any other errors in this report.

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## EXECUTIVE SUMMARY

The Development Fund of Norway (DF) has been implementing Sustainable Agriculture Programme with local and international partners - Find Your Feet (FYF), Network for Youth Development (NfyD), Mzuzu Agricultural Development Division (MZADD), and Trustees of Agricultural Promotion Programme (TAPP) since January 2012. The goal of the Programme is to improve the food security for 39,000 households in Rumphu, Nkhata Bay and Mzimba districts in the Northern region and Dowa and Ntchisi in Central region by 2016. The Programme has 5 expected results: (i) implementation of sustainable agriculture (SA) techniques by small scale farmers; (ii) Increasing households' food sources; (iii) Increasing access to market for small-scale farmers; (iv) Strengthening local institutions and organizations, and; (v) Ensuring that women are benefiting at all levels of project implementation. This mid-term review was commissioned by DF to assess the progress made and make adjustments, if necessary, to enable the Programme achieve its goals by the end of the Programme period in 2016.

The main objective of the mid-term review was to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. The mid-term review used the OECD-DAC evaluation criteria, namely: Relevance, Efficiency, Effectiveness, Impact, and Sustainability. Besides the DAC Criteria, the review also analyzed MA-ZA Programme Design and its Connectedness. Further, the performance of the various components was rated on a six point scale from highly unsatisfactory to highly satisfactory.

The review was highly qualitative with the use of secondary data that came from MA-ZA Programme Reports (Quarterly, Annual, etc.) and the Bi-annual Quantitative Survey which has mid-term indicators of the Programme. Primary data were collected through stakeholder consultations, key informant interviews and focus group discussions with Programme beneficiaries.

On **Programme Design**, the results of the MTR show that the Programme is promoting food security through sustainable agricultural development and land-based NRM that are being implemented using the lead farmer approach. The review noted that there was strong involvement of women and youth (at design level). The review, however, noted that the Programme does not target traditional food insecure districts of Malawi. Nevertheless, the interventions are critical to ensure that the targeted districts are able to sustainably manage the impact of climate variability on household food security.

On **Programme Relevance**, the review noted that the Programme is supportive of the CAADP and the Millennium Development Goals, particularly MDG1, 3, 6 and 7. At the national level, the Programme is aligned to MGDS II, ASWAp and the various sectoral policies. The Programme is also supportive of the district development plans of the 5 districts where it is being implemented. At the local level, the programme is relevant in addressing the problem of food insecurity and the negative effects of climate change. *Overall, Programme relevance has been rated as highly satisfactory.*

On **Programme efficiency**, the Review found that the Programme has been highly efficient with Programme absorption rates ranging between 97% - 100% in the first 2 years. The Programme

has adequate funding levels and the implementation partners did not face any significant staff retention challenges. *Overall, Programme efficiency has been rated as highly satisfactory.*

On **Programme effectiveness**, the study has shown that the performance of the 11 indicators of the Programme shows that 36 percent of the targets have already been met, while 55 percent are likely to be met by the time the Programme comes to an end. There are only 9 percent of the targets that are unlikely to be met, based on the current performance. However, the Programme has already made adjustments to ensure that these targets should also be met. *Overall, Programme effectiveness has been rated as satisfactory.*

On **Programme Impact**, the results show that under Output 1 (sustainable agriculture and livelihoods), there are more farmers adopting the SA technologies; there is improved household food security in the presence of threats from climate variability; and that the farmer-to-farmer extension approach is able to reach out to more follower farmers. On output 2 (diversification), there is increased availability of livestock and that livestock manure is available within the households. Further, there is increased dietary diversification, increased household food sources and improved household nutrition. On Output 3 (market access), the impact has been minimal because the interventions were not adequately implemented by all implementing partners. However, VSLAs have been effective at promoting women economic empowerment, and agricultural associations are promoting access to markets, where they exist. On Output 4 (strengthening local institutions), the capacity of the local governance structures is being built to be able to take a lead in community development initiatives. On Output 5 (gender), women have been able to assume leadership positions in various groupings, including VSLAs, ADCs and VDCs. *The overall assessment of Programme impact is rated as satisfactory.*

On **Programme Sustainability**, the review rated its performance as being highly satisfactory. It identifies the main factors within the MA-ZA Programme that would ensure that the benefits arising from MA-ZA Programme interventions are sustainable beyond the life of the Programme including:

- The active roles played by local governance structures (ADC, VDC, CBOs);
- The lead farmer approach, as a farmer-to-farmer extension approach;
- The VSLAs are promoting a culture of saving among Programme beneficiaries.
- The capacity development of implementing partners' staff, frontline staff, lead farmers, CBOs, VDCs and ADC members on SA techniques, entrepreneurship, savings mobilization, and women empowerment, etc.
- Strong partnerships between communities, governance structures (VDCs and ADCs) and the government's agricultural extension system (DADOs, AEDCs, AEDOs) in all the impact districts

The Review also highlights a number of internal and external factors that either positively contributed or inhibited the extent to which the Programme has been successful.

Based on the study findings, the MTR make the following recommendations.

- i. There is need to strengthen the exit strategies to ensure that Programme interventions are sustainable beyond the life of the Programme.
- ii. For Output 3, the existing indicators do not adequately capture the reality of the situation, as far as market access is concerned. It is recommended that some of the indicators that are used in the logical framework of the AICC/MUSCCO Increased Market Access and Financial Services Project should be adopted in the main MA-ZA Logical Framework.
- iii. Strengthen the implementation of the SO3 activities by ensuring that all the implementing partners are actively engaging with the new partners (AICC and MUSCCO).
- iv. Ensure that NfYD activities are clearly built into the overall programme logical framework for ease of monitoring and to facilitate easy endline evaluation.
- v. NfYD should improve its presence and visibility in all the MA-ZA impact districts. This would effectively promote youth engagement and involvement in the MA-ZA Programme activities, to ensure long-term sustainability of the SA interventions.
- vi. Revise the target for indicator 1 for Output 3 (%increase in income from sale of crops and livestock produced on the farmers' own farm) downwards to account for the 49% devaluation that took place in May 2012.

# 1. INTRODUCTION

## 1.1 Background

The Development Fund of Norway (DF) has been implementing Sustainable Agriculture Programme with local and international partners - Find Your Feet (FYF), Network for Youth Development (NfYD), Mzuzu Agricultural Development Division (MZADD), and Trustees of Agricultural Promotion Programme (TAPP) since January 2012. The goal of the Programme is to improve the food security for 39,000 households in Rumphu, Nkhata Bay and Mzimba districts in the Northern region and Dowa and Ntchisi in Central region by 2016. Specifically the Programme focuses at achieving 5 expected results: (i) implementation of sustainable agriculture (SA) techniques by small scale farmers; (ii) Increasing households' food sources; (iii) Increasing access to market for small-scale farmers; (iv) Strengthening local institutions and organizations, and; (v) Ensuring that women are benefiting at all levels of project implementation. As the Malawi-Zambia (MA-ZA) Sustainable Agriculture Programme has been implemented for around 2 years now, a mid-term review was commissioned by DF to assess the progress made and make adjustments, if necessary, to enable the Programme achieve its goals by the end of the Programme period in 2016. This draft report presents preliminary findings of the mid-term review that was conducted between August and September 2014.

## 1.2 Objectives of the Study

The **main objective** of the mid-term review was to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. In particular, the Mid-term review was tasked with the following:

- To assess best practices, issues and challenges affecting sustainability of the activities, relevance, effectiveness, efficiency, relevance of outputs and their overall contribution to project outcomes to guide decision on the future of the Programme.
- To assess the results of each partner project and how the project management and implementation is contributing to the overall Programme achievement.
- To identify challenges that have been encountered and recommend best practices for preparing second phase implementation of the MAZA Sustainable Agriculture Programme.

# 2. METHODOLOGY

The mid-term review used qualitative research methodologies in order to exhaustively assess the performance of the MA-ZA Programme during its first half of the Programme cycle. The criterion that was be used in the evaluation is outlined below:

## 2.1 The OECD-DAC Evaluation Criteria.

The mid-term review used the OECD-DAC evaluation criteria, namely: Relevance, Efficiency, Effectiveness, Impact, and Sustainability. Besides the DAC Criteria, the review also analyzed MA-ZA Programme Design and its Connectedness, among other issues, as indicated herein.



## PROGRAMME CONCEPTUALIZATION/DESIGN

In line with ToRs, the review analysed the extent to which the Programme conceptualization and design are in line with the set objectives and expected results. It ascertained whether the design is still relevant as the Programme proceeds from the first phase. Based on the findings of the review, recommendations have been provided on how the design can be improved to ensure that the Programme meets all its expected results by 2016.

## RELEVANCE/APPROPRIATENESS

In this study, **Relevance** was concerned with assessing whether the Programme is in line with local needs and priorities (as well as donor policy). According to ODI (2006), **appropriateness** is the tailoring of development activities to local needs, increasing ownership, accountability, and cost-effectiveness accordingly.

## EFFICIENCY

This criterion assessed the extent to which Programme outputs (qualitative and quantitative) are being achieved as a result of the direct Programme inputs. The review examined all the indicators in the Programme's logical framework and made comparison between the baseline benchmarks and the mid-term values of each indicator<sup>1</sup>. This assisted in determining the extent to which the Programme is on course to achieve its expected results.

## EFFECTIVENESS AND TIMELINESS

This criterion assessed the extent to which the Programme is expected to achieve its purpose. It also assessed the timeliness of the Programme outcomes during the first phase.

## IMPACT

Under this OECD-DAC Criterion, the study assessed the wider short, medium and projected longer term effects of the Programme – social, economic, technical and environmental – on individuals, gender- and age-groups, communities and institutions. Impacts could be intended and unintended, positive and negative, macro (district or country level) and micro (household).

## SUSTAINABILITY

Since this exercise is a mid-term review, it is difficult to ascertain the degree of sustainability. However, the study analyzed indications and pointers towards Programme sustainability. Sustainability is concerned with the extent to which the benefits of the Programme would continue to accrue to Programme beneficiaries when MAZA phases out in 2016.

## 2.2 Rating of the Performance of Various Components of the Programme

The performance of the various components was rated from highly unsatisfactory to highly satisfactory as Table 1 shows.

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<sup>1</sup> At this stage, the mid-term indicators will largely be drawn from MAZA progress reports and the bi-annual quantitative survey, rather than collecting quantitative data from the beneficiaries.

**Table 1: Component Rating**

<b>Rating</b>	<b>Explanation</b>
Highly satisfactory	Targets/requirements met or exceeded and are considered as best practice.
Satisfactory	Targets/requirements met with only minor delays or set-backs.
Moderately satisfactory	Most targets/ requirements met but delays or set-backs experienced.
Moderately unsatisfactory	Some targets/ requirements met but issues/constraints have negatively affected implementation.
Unsatisfactory	Few targets/requirements met. Issues/constraints remain unresolved. Delays have seriously undermined implementation.
Highly unsatisfactory	Almost no targets/ requirements met. Consideration should be given to cancellation/suspension.

### **2.3 Data Requirements**

The study used both secondary and primary data. Secondary data came from a number of Programme documents. These include:

- Programme annual reports
- Bi-annual quantitative survey report
- Project Documents
- Refined Project log-frame
- Project Annual Progress Reports 2012 and 2013
- Partner Quarterly progress reports 2012 to March 2014
- 2011 Baseline survey report

Primary data for the study came from the following sources:

#### **▪ Stakeholder Consultations**

A number of stakeholders were consulted and a special interview checklist will be used. These include the District Agriculture Development Officers (DADOs); officials from Find Your Feet, Network for Youth Development, Mzuzu Agricultural Development Division and Trustees of Agricultural Promotion Programme in all the districts where MAZA is operating.

#### **▪ Key Informant Interviews**

Key informant interviews were conducted with MAZA Programme staff; Programme beneficiaries under each of the components of MAZA Programme; etc. The in-depth interviews

were also conducted with direct beneficiaries including lead farmers, members of VDCs and ADCs, AEDOs, AEDCs, representatives of CBOs, farmer clubs/associations, etc.

- **Focus Group Discussions**

FGDs were conducted 4 of the 5 districts with samples of follower farmers, members of VSLAs (see Figure 1); members of groups/clubs/cooperatives, and other beneficiaries, etc. Separate FGDs were conducted for male and female beneficiaries.

**Figure 1: Kamwankhunda Village Savings and Loans (VSL) Group, Mphompha, Rumph**



**Source:** Picture Taken by Authors

### **3. OVERVIEW OF THE PROGRAMME CONTEXT AND IMPLEMENTATION**

The MA-ZA Programme is a sustainable agricultural technologies development and natural resource management programme that is being implemented by the Development Fund of Norway (DF) in Malawi and Zambia. The conceptualization of the Programme which started

around 2011 considered the similarities in climatic conditions of the 2 countries, as well as the heavy agricultural input subsidy programmes that absorb most of the agricultural funding in both countries. It was recognized that there was a need to ensure that sustainable agricultural technologies are promoted that can help the poor small-scale farmers to withstand the negative impact of climate variability.

The five year MA-ZA Programme, which was rolled out in Malawi in 2012 focuses on sustainable agriculture and natural resource management to contribute towards achieving sustainable food security for 39,000 small-scale farming households. In the implementation of the MA-ZA Programme, DF works through implementing partners, who share the same vision, purpose and values in implementing sustainable agriculture and land-based natural resource management (NRM) in the northern region (Rumphi, Mzimba and Nkhatabay) and the central region (Dowa and Ntchisi). The implementing partners are described below:

**Find Your Feet (FYF):** This is an international NGO from the United Kingdom, which has been collaborating with DF in Malawi since 2005. Find Your Feet, which has successful experience in implementing food security interventions in Rumphi, having implemented the DF-co-funded Rumphi Food Security Project<sup>2</sup> between 2008 and 2012, is implementing the MA-ZA Programme in Rumphi (in Bolero, Chiweta, Katowo, Mhuju, Mphompha and Nchenachena EPAs), Mzimba (in Mbalachanda EPA) and in Nkhatabay (in Mzenga EPA). Under FYF, the MA-ZA Programme is targeting 30,800 resource –poor farming households across the 8 EPAs.

**Mzuzu Agriculture Development Division (ADD):** MZUZU ADD is part of the Ministry of Agriculture and Food Security structure that oversees agricultural and food security interventions. The role of Mzuzu ADD is to enhance food security among the targeted programme beneficiaries through sustainable land-based natural resource management (NRM) using the lead farmer approach. It is also involved in field trials and research on sustainable agriculture and NRM. MZADD is implementing interventions in Mzimba South (in Kazomba, Eswazini, Hora, Luwerezzi and Champhira EPAs). In Mzimba North MZADD is operating in Euthini, Mbalachanda, Mpherembe and Engucwini EPAs. It is also implementing programme interventions in Nkhatabay (in Chitheka EPA) and in Rumphi (in Mwazisi and Bolero).

**Trustees of Agricultural Promotion Programme (TAPP):** TAPP is a traditional implementing partner of DF with its strong focus on livestock development. In the MA-ZA Programme TAPP is implementing its activities in Dowa (in Mvera EPA) and in Ntchisi (Chipuka and Chivala EPA) that focus on the integration of livestock with sustainable agriculture technology development to promote food security, dietary diversification for the target group and livelihood diversification.

**Network for Youth Development (NfYD):** This is a local NGO that is specialized in encouraging youth participation in development activities. Through its '*Young Women Can Do It*' Clubs, NfYD's activities cut across all the MA-ZA districts to promote youth participation, especially young women in the MA-ZA activities.

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<sup>2</sup> The other funding partner for the Rumphi Food Security Project was the European Union. The Project targeted 12,000 resource poor households from 4 EPAs in Rumphi, i.e. Katowo, Bolero, Mhuju and Chiweta.

**Centre for Environmental Policy and Advocacy (CEPA):** This is a local NGO that works on environmental policy advocacy and its activities under the MA-ZA Programme cuts across all the MA-ZA districts.

## 4. REVIEW FINDINGS

### 4.1 Programme Conceptualization and Design

The MA-ZA Programme promotes food security for 39,000 small-scale farming households through sustainable agricultural development and land-based NRM that are being implemented using the lead farmer approach. Although the Programme does not target traditional food insecure districts of Malawi, the interventions are critical to ensure that the targeted districts are able to sustainably manage the impact of climate variability on household food security. The interventions aim at ensuring sustainable household food security by using the lead farmers to promote the introduction and uptake of sustainable agriculture technologies. By working with local structures, including ADCs and VDCs, in programme implementation and by ensuring gender equity in its activities, the design of the Programme remains highly relevant to achieve its set objectives by the Programme comes to an end in 2016. Youth participation is an integral part of the MAZA programme. The rationale behind youth participation is to ensure continuous flow of SA knowledge and technologies between generations.

### 4.2 Programme Relevance

Under the criterion of relevance, the review considered how the programme is supportive of various international and local developmental policies. The findings show that the Programme is highly supportive of the Millennium Development Goals at the international level. In particular, the interventions are supportive of MDG 1 (Eradicate extreme poverty and hunger), MDG 3 (Promote gender equality and empower women); MDG 6 (Combat HIV and AIDS), and MDG 7 (Ensuring environmental sustainability). At the national level, the Programme is supportive of various policy instruments, including the Malawi Growth and Development Strategy (MGDS II), which is the overarching short-term strategy for the promotion of economic growth and reduction of poverty in Malawi. The specific interventions within the Programme are also aligned to policies on agriculture (such as the Agriculture Sector Wide Approach – ASWAp), and other food security and NRM-related policies. At the district level, the review noted that the Programme is supportive of the respective District Development Plans, while at the local level the Programme is addressing the problem of food insecurity and the negative effects of climate change by engaging the communities in a number of interventions.

**Overall Assessment:** Highly satisfactory

### 4.3 Efficiency

The MTR analyzed programme efficiency by assessing the extent to which programme inputs are being converted into output. In particular, the review considered whether the programme outputs were achieved at reasonable costs. Discussions with all the implementing partners have shown that all partners have sufficient resources to be able to undertake planned activities.

Overall, the budget performance of each specific implementing partner was highly satisfactory and, as Table 2 shows, the burn rates of each implementing partner in 2012 and 2013 ranged between 97% and 100%, demonstrating high efficiency in the use of resources for all the implementing partners.

**Table 2: Income and Expenditure for the Implementing Partners, 2012 and 2013.**

Implementing Agency	2012			2013		
	Income** (MWK)	Expenditure (MWK)	% of Funds Utilized	Income** (MWK)	Expenditure (MWK)	% of Funds Utilized
FYF	122,957,323	119,123,159	96.9	140,800,399	138,904,024	98.7
MZADD	14,356,118	14,320,934	99.8	20,878,963	20,463,287	98.0
NfYD	29,461,866	29,458,721	99.9	44,386,455	43,331,305	97.6
TAPP	15,790,738	15,724,187	99.6	42,253,577	42,084,479	99.6

**Source:** Data from 2013 Audited Financial Reports

**Note:** \*\*Income includes grant from opening balance funds, grant received from DF, exchange rate gain/loss and interest received.

The review has noted that funding levels were adequate during the first half of the Programme and this contributed significantly to the achievement of results so far. Further, DF and each implementing partner has adequate personnel to effectively undertake the activities. Discussions with all the implementing partners revealed that, apart from NfYD, none of the implementing partners suffered any staff retention challenges. The regulatory and administrative procedures that DF has put in place significantly contributed to the achievement of the results so far. For instance, because of strict reporting and follow-up procedures under the MA-ZA Programme, all implementing partners have been able to submit their quarterly and annual reports on time.

**Overall Assessment:** Highly satisfactory

#### 4.4 Effectiveness

The criterion of effectiveness considered the extent to which the Programme's objectives are being achieved (or expected to be achieved), taking into account their relative importance. In particular, the review assessed the contribution made by results to achievement of the project purpose. By using quantitative data on the programme indicators (from the bi-annual quantitative survey conducted in July-August 2014), coupled with qualitative data from FGDs with programme beneficiaries and key informants, the mid-term review has shown that the effectiveness of the Programme is satisfactory. The performance of the Programme against each outcome and output indicators is available in Table 3. Annex 1 shows the performance of each individual partner organization against the programme outputs.

**Overall Assessment:** Satisfactory



**Table 3: MA-ZA Programme Performance against Outcome and Output Indicators**

OUTCOME	OUTCOME INDICATORS	BASELINE, CURRENT PERFORMANCE AND TARGET	ASSESSMENT FROM THE MTR	IS THE TARGET LIKELY TO BE MET BY 2016?
39,000 households achieve food security throughout the year.	Number of households with energy food reserves in critical months (Dec- March)	<b>Baseline:</b> 8,000 <b>Current:</b> 16,780 <b>Target:</b> 39,000	The performance has been <b>satisfactory</b> , as close to 43% of the targeted households have food during critical months (Dec-March), half-way into the Programme. However, since the benefits of many SA techniques are long-term, it is expected that the target will be surpassed by the end of the Programme in 2016.	Yes
	Increased number of different food groups consumed in targeted households	<b>Baseline:</b> 3 <b>Current:</b> 6 <b>Target:</b> 4	The performance has been <b>highly satisfactory</b> . The target has already been exceeded.	Already met
OUTPUT	OUTPUT INDICATORS	BASELINE, CURRENT PERFORMANCE AND TARGET	ASSESSMENT FROM THE MTR	IS THE TARGET LIKELY TO BE MET BY 2016?
Small scale farmers implement sustainable agriculture (SA) techniques	# of small scale farmers that have implemented SA techniques (at least 3 technologies),	<b>Baseline:</b> 8,800 <b>Current:</b> 16,430 <b>Target:</b> 30,000	The lead farmer model has been effective in reaching out to more farmers with SA techniques. At present, around 55% of the target has already been reached, implying a <b>satisfactory</b> performance.	Yes
	% of cultivated area, per HH, under SA techniques	<b>Baseline:</b> 20% <b>Current:</b> 33% <b>Target:</b> 40%	The total land under SA remains low even among the lead farmers. Lead farmers have been able to mount SA demonstration plots, but the adoption of SA beyond demo plots has been limited due to a number of factors. However, since the target was only set at 40%, the achievement so far is <b>highly satisfactory</b> .	Yes
Increased households' food sources	# of crop species in the farmers' field increased	<b>Baseline:</b> 5 <b>Current:</b> 6 <b>Target:</b> 6	The target has already been achieved, with the Programme beneficiaries growing an average of 6 crop species. The performance is therefore <b>highly satisfactory</b> .	Already met
	# of livestock units in the	<b>Baseline:</b> 0.76	The performance has been <b>highly satisfactory</b> ,	Already met

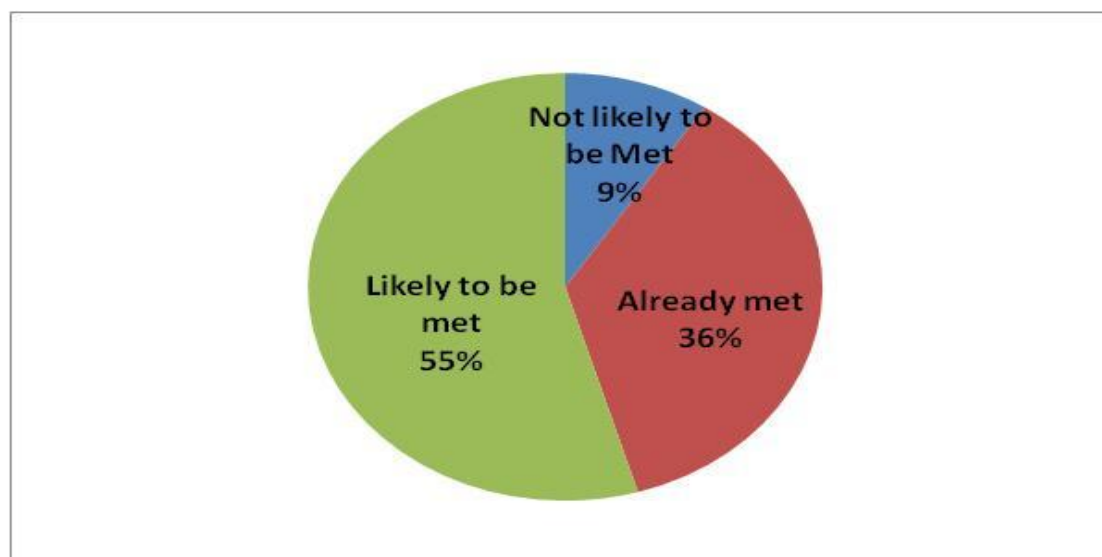


	farmers field increased	<b>Current:</b> 0.97 <b>Target:</b> 1	as the target is almost achieved half way into programme implementation. The livestock pass-on programme has been highly effective across all the programme sites.	
Increased access to market for small-scale farmers	% increase in income from sale of crops and livestock produced on the farmers' own farm.	<b>Baseline:</b> \$293.00 <b>Current:</b> \$88.12 <b>Target:</b> \$351.00	The performance has been <b>highly unsatisfactory</b> , with only 25% of the target being achieved. This development is due to the 49% devaluation of the Kwacha in May 2012. It is recommended that the target should be revised downwards in line with the current macroeconomic situation	No
	# of groups/cooperatives that have income generating agreements with commercial entities (shops, supermarkets, process industries)	<b>Baseline:</b> 0.6 <b>Current:</b> 2 <b>Target:</b> 5	The performance has been <b>highly unsatisfactory</b> , as only 40% of the target has been achieved so far. However, with the engagement of AICC and MUSSCCO, it is expected that the target will be achieved by 2016	Yes, because of the changes made.
Strengthening local institutions and organizations	# of active VDCs and ADCs	<b>Baseline:</b> 3.8 <b>Current:</b> 375 VDCs in 28 ADCs <b>Target:</b> 10 VDC per ADC	Assuming that the VDCs are equally distributed, there is an average of 13VDCs per ADC at present. This implies that the performance has been <b>highly satisfactory</b> .	Already met
	# of groups/cooperatives (CBOs) registered	<b>Baseline:</b> 2.2 <b>Current:</b> 2 <b>Target:</b> 15	The performance has been <b>highly unsatisfactory</b> , with only 13% of the target achieved, half way into programme implementation. It is expected that the engagement of AICC and MUSCCO would assist in the establishment of more cooperatives.	Yes, because of the changes made.
Women are benefiting in all levels of project implementation	At least 50% of those benefiting from projects' interventions are women.	<b>Baseline:</b> 45% <b>Current:</b> 41% <b>Target:</b> 50%	The data shows that less women are benefiting from program interventions than at the onset of the Programme. Nevertheless, at present 82% of the target has been achieved and it is <b>highly satisfactory</b> .	Yes
	At least 40% of those in decision-making positions in clubs, groups and cooperatives (CBOs)	<b>Baseline:</b> 22% <b>Current:</b> 23% <b>Target:</b> 40%	The performance has been <b>satisfactory</b> , with 58% of the target already achieved	Yes

	are women.			
	#. of projects that have explicit gender analysis and gender strategy integrated into the project document.	<b>Baseline:</b> 0% <b>Current:</b> 100% <b>Target:</b> 100%	The performance has been <b>highly satisfactory</b> , with the target already achieved. The Programme emphasized on gender analysis and mainstreaming workshops targeting frontline staff and various VDCs in the impact areas.	Already met

A summary of the performance of the 11 indicators of the programme shows that 36 percent of the targets have already been met, while 55 percent are likely to be met by the time the Programme comes to an end (see Figure 2). There are only 9 percent of the targets that were unlikely to be met, based on the current performance. However, the Programme has already made adjustments to ensure that these targets should also be met

**Figure 2: Performance of 11 Programme Indicators**



**Source:** Own compilation using Bi-annual Quantitative Survey Data

## 4.5 Impact

Impact is an important criterion of the DAC Evaluation Criteria. Under impact, the review assessed the effect of the Programme on its wider environment and the long-term social change at the community level to which the Programme is contributing. The overall impact of the Programme so far is a strong indication of increased households' adaptive capacity to the impact of climate change and ensuring sustainable food security at the household level. The impact of the various outputs of the Programme so far is now presented:

**Output 1:** Under the sustainable agriculture and livelihoods component, the Programme has not only increased the presence of SA demonstration plots in the communities but also led to more farmers adopting the various SA technologies<sup>3</sup>. The SA technologies are enabling farmers to harvest sufficient food even in the presence of dry spells and other effects of climate change. This is having a positive impact on ensuring household food security for the programme beneficiaries even in the presence of threats from climate variability. Further, the lead farmer approach, as a farmer-to-farmer extension approach, is having a positive impact in the promotion and increased adoption of SA techniques, as it is able to reach out to more follower farmers who not only learn from the lead farmers, but are also able to observe the activities that the lead farmers are doing in their own farm plots. The MA-ZA Programme has made strong efforts on natural resource management, which has been vital in ensuring sustainable agricultural production and catchment conservation.

**Output 2:** Under the diversification component, the Programme is making significant impact by not only increasing the availability of livestock at the community level, but also promoting the adoption of SA techniques by ensuring that livestock manure is available within the households. The livestock pass-on programme that is being implemented in all the programme impact districts is promoting dietary diversification, increasing household food sources and promoting household nutrition. Further, crop diversification is promoting households' access to different food sources, which positively impact on households' nutritional status. Discussion with TAPP staff showed that the livestock pass-on programme is one of the most successful interventions in TAPP impact areas of Dowa and Ntchisi.

**Output 3:** Under market access, the impact has been minimal because the interventions were not adequately implemented by all implementing partners during the first half of the Programme. Discussions with MZADD officials, for example, showed that since the Programme started in 2012, no significant activities under Output 3 have been undertaken, even though farmers have been able to sell their own produce through their traditional markets. However, in the areas where they were implemented, tremendous impact has been recorded. For instance, women that are participating in the VSLAs have been able to start and sustain small-scale businesses, whose proceeds have been used for various household use, such as paying for children's school fees; buying agricultural inputs; buying television sets and construction of houses. The interventions are positively contributing towards women economic empowerment

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<sup>3</sup> One of the challenges during the first phase is that many of the programme beneficiaries only allocated small portions of their arable land under SA, due to a number of factors, including the unavailability of mulching material, etc. To address this challenge, the MA-ZA Programme now defines a lead farmer as an individual who has demonstrated and adopted at least 3 of the 4 SA technologies being promoted (soil and water conservation; compost making; agroforestry; and conservation agriculture). A follower farmer is one that has adopted at least 1 technology.

in the programme areas. The formation of agricultural associations is having a positive impact on smallholder farmers' ability to access markets for their produce.

**Output 4:** Under strengthening local institutions and organization component, there has been great impact in the communities where the community structures are actively involved. In all impact areas, except MZADD's impact area, local institutions are actively involved and this has built the capacity of the local governance structures to be able to take a lead in community development initiatives. For instance, in FYF impact areas of Rumphu and TAPP impact areas in Dowa and Ntchisi the VDC and ADC members take decisions on which households should benefit from the livestock pass-on programme, as well as tracking the progress of the livestock pass-on initiative.

**Output 5:** Under the gender component of the programme, the impact has been satisfactory. In particular, through the participation in the programme interventions, women have been able to assume leadership positions in various groupings, including VSLAs, ADCs and VDCs. For example, according to FYF 2014 Annual Report, around 49% of individuals in decision-making positions in clubs, VSLAs, VDCs, ADCs and cooperatives in the impact areas are women. The VSLAs have been successful in promoting women economic empowerment in communities where they are being run.

**HIV and AIDS:** As a cross-cutting issue, the programme interventions including home-based care (HBC), training of peer educators and the integration of food and nutrition initiatives, as well as SA training in the activities of HIV and AIDS support groups<sup>4</sup> is positively impacting on improved household food security for people living with HIV and AIDS, as the SA techniques get adopted. Through the provision of HIV and AIDS IEC material, voluntary blood testing and HIV and AIDS Open Days, there is increased awareness of HIV and AIDS in the communities and improved knowledge on prevention and treatment of HIV and AIDS.

**Youth:** The involvement of youth in the MA-ZA interventions is the responsibility of NfYD. In communities where NfYD has been successful in establishing its 'Young Women Can Do It' Clubs and where the capacity of the clubs has been sufficiently built, the young women and men have been empowered to ensure that they are actively being engaged in the programme implementation. For instance, in Kavuzi Areas in TA Kambunduli in Nkhatabay, some members of Young Women Can Do It Clubs are now also members of their local VDCs, thereby ensuring that the needs of the youth are actively considered in all decisions that VDCs make.

**Overall Assessment:** Satisfactory

## 4.6 Sustainability

The review also assessed the sustainability of the various interventions that the MA-ZA Programme is undertaking. In the review, sustainability was defined as *the extent to which the benefits arising from the MA-ZA Programme will continue to accrue to the Programme*

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<sup>4</sup> Prior to the MA-ZA Programme, HIV and AIDS support groups only comprised people living with HIV and AIDS. At present, in many MA-ZA impact areas, including Rumphu, the Support Groups comprise not only individuals who are living with HIV and AIDs, but also other members of the community. Thus, Support Group members are being trained not only on HIV and AIDS, but also on other developmental issues, including SA techniques.

*beneficiaries and the wider environment after the Programme comes to an end in 2016. Since the Programme has only been operational since 2012 and still has 2 more years to its conclusion, this assessment only considers pointers to sustainability.*

The review noted the following as the main factors within the MA-ZA Programme that would ensure that the benefits arising from MA-ZA Programme interventions are sustainable beyond the life of the Programme:

- i. The active roles played by local governance structures (ADCs, VDCs and CBOs) in programme implementation continue to build the capacity of the structures to be able to spearhead the development and uptake sustainable agricultural technologies beyond the life of MAZA. These initiatives are in line with programme output 4 [strengthening local institutions and organizations]. These skills will continue to be utilized by these local structures even after the Programme has phased out. For instance, it was reported that with support from FYF, the VDCs and ADCs in FYF impact areas of Mzimba, Rumphu and Nkhatabay, are able now empowered to take a lead in the implementation of the interventions. For example, VDCs in Rumphu district managed to participate and showcase their products in the 2014 district agriculture fair, with the support of their respective ADCs. In both FYF and TAPP impact areas, VDCs are taking a lead in the management of the livestock pass-on programmes, including the identification of beneficiary households.
- ii. The lead farmer approach, as a farmer-to-farmer extension approach, is promoting programme sustainability as follower farmers are able to learn SA approaches from the leader farmers. In an agricultural system where government extension services are scarce due to shortage of government extension frontline staff, the approach ensures that SA technologies will continue to be adopted to address food insecurity challenges that may be brought by climate variability even beyond the life of the MA-ZA Programme.
- iii. The promotion of village savings and loan associations (VSLA) under Strategic Output 3 is an effective and sustainable way of enhancing the financial capacity of the programme beneficiaries and promoting women economic empowerment in the Programme impact areas. The trainings that VSLAs members have received from the implementing partners (FYF and TAPP) during the first phase has built their capacity to be able to sustain the culture of saving in the communities long after MA-ZA has phased out.
- iv. The capacity development of implementing partners' staff, MoAFS frontline staff, lead farmers, CBOs, VDCs and ADC members on SA techniques, entrepreneurship, savings mobilization, and women empowerment, etc that are being promoted under the Programme is a sure way of ensuring the sustainability of the MA-ZA initiatives. Further, in some programme impact areas, (such as in Rumphu under FYF), lead farmers, ADC and VDC members are involved in exchange visits to learn from their counterparts in other EPAs. The benefits of the various capacity development will continue to accrue to the Programme beneficiaries, the farmers that work with these various stakeholders and to the wider community long after the MAZA Programme has phased out.

- v. The Programme is building strong partnerships between communities, governance structures (VDCs and ADCs) and the government's agricultural extension system (DADOs, AEDCs, AEDOs) in all the impact districts.
- vi. The Programme is promoting low-cost but highly beneficial SA technologies, which farmers are able to implement without need for substantial external resources.
- vii. The MA-ZA Programme has taken extensive efforts in delivering tailor made trainings and capacity building processes (through ToTs) to ensure that within the communities are trainers that are vital as resource persons. The trainers will be able to continue with the trainings even after the Programme has phased out.

**Overall Assessment:** Highly satisfactory

## 5. INTERNAL AND EXTERNAL FACTORS

There are a number of internal and external factors that affected programme implementation and the results of the programme so far. This section highlights the key factors.

### 5.1 Positive Internal Factors

The review has noted a number of factors within the set-up of the Programme that are positively contributing to the success of the programme. As the programme moves to its last half, these factors need to be enhanced to allow the Programme to achieve all its set objectives. These include:

- i. **Effective Coordination:** There has been effective coordination among the implementing partners. DF's role in coordinating the programme activities during the first half of the MA-ZA Programme has been excellent.
- ii. **Involvement of Community structures:** The MA-ZA's entry point into a community is through the ADCs and VDCs in line with its objective of strengthening local institutions and organizations. The approach has been effective in ensuring not only active community involvement but also local ownership of the interventions.
- iii. **Regular Monitoring and Follow-up:** It was noted that DF undertakes regular monitoring and follow-up on all the implementing partners to ensure that all activities are on track. The monitoring also extends to the programme finances to ensure financial prudence and adherence to all DF financial and procurement procedures by all the implementing partners.
- iv. **Systematic Documentation of Lessons Learned:** The programme documents all key lessons learned from the programme interventions. These are key to support and shape the implementation of the MA-ZA Programme as well as shape the design and implementation of other programmes by DF and/or the implementing partners.
- v. **Timely Disbursement of Funds:** This has been effective in ensuring that programme interventions are not disturbed. The provision of bridging funds between financial years have ensured that activities are not disrupted as funding for new financial year is being approved.
- vi. **Frequent Internal Planning and Review Meetings for all Implementing Partners:** The implementing partners indicated that the regular planning and review meetings have positively contributed to the success of the Programme so far.
- vii. **The Use of the Sustainable Agriculture Network meetings** where all the implementing partners' frontline staff meet to discuss, share ideas, lessons, etc. It was reported that the implementing partners are using the initiatives as platforms for sharing of ideas, approaches and lessons, all of which are positively contributing to the success of the Programme.

## 5.2 Negative Internal Factors

A number of factors were noted to have hampered the smooth implementation of the Programme in its first 2 years:

1. **Weak Integration of NfYD Activities in the MA-ZA Programme:** The MTR has noted that the activities of the NfYD are not clearly embedded in the MA-ZA logical framework. Although it is understood that NfYD is involved in the Programme as an expert institution on youth involvement, its activities are not explicitly linked to the overall programme logical framework. It is not surprising therefore that youth involvement in the MA-ZA programme has not been highly successful during the first half.
2. **Lack of Expertise in Business Development and Entrepreneurship Development among the Implementing Partners in the First Half of the Programme.** The activities under SO3 did not achieve its intended results during the first half because the implementing partners did not have adequate capacity to promote savings mobilization, access to finance, vocational training, entrepreneurship and business development initiatives. This weakness has now been addressed by engaged MUSSCO and AICC<sup>5</sup> to promote the attainment of SO3.

## 5.3 Positive External Factors

- i. **The MAZA has enjoyed cordial relationship with various external stakeholders,** including the Ministry of Agriculture and Food Security. This has not only increased the ownership of the interventions but it is also a sure way of promoting programme sustainability.

## 5.4 External Negative Factors

The following external factors were reported to have hampered proper implementation of the Programme:

- i. **Hand-out syndrome in the communities:** As a Programme that does not provide hand-outs to the communities, some Programme beneficiaries withdraw (and others refuse to join) due to their culture of receiving hand-outs from other NGOs operating in the same areas. This was reported to be a challenge in TAPP impact areas.
- ii. **Relationships between lead farmers and village leaders** have not always been cordial. When some village leaders see lead farmers using DF bicycles in their activities, they become disgruntled, which sometimes affect proper implementation. This was reported to be a challenge in TAPP impact areas and other areas in the northern Malawi where FYF and MZADD are working.

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<sup>5</sup> Under the MA-ZA programme, AICC and MUSCCO have been funded to implement a project called *Increased Market Access and Financial Services* Project. The project has 2 strategic objectives: Increased market access and entrepreneurship skills among smallholder farmers; and, Increased access to financial services for smallholder farmers.



- iii. **VDC and ADC elections sometimes cause problems for the Programme.** Well trained members of the ADCs and VDCs are sometimes voted out and the Programme has to train the new members, which is not only costly but also time-consuming.
- iv. **Massive corruption in government (dubbed *Cashgate* scandal) and the subsequent withholding of donor support to the government has negatively affected some activities that MZADD undertakes.** For instance, under the MA-ZA Programme, MZADD is expected to use its own resources to repair motorcycles that are used in the MA-ZA Programme. However, with the *Cashgate* scandal, resources to the Ministry of Agriculture are often inadequate to the extent that it is difficult for MZADD to repair the vehicles.
- v. **The implementation of the Farm Input Subsidy Programme (FISP) has at times negatively affected the implementation of the MA-ZA programme,** as government extension workers get pre-occupied with the FISP. Further, the provision of highly subsidized inorganic fertilizer under FISP acts as a disincentive for the smallholder farmers to engage themselves in manure making, mulching and other related activities.

## 6. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

### 6.1 Conclusions

The MTR has shown that the MA-ZA Programme is a well designed programme that is highly relevant and aligned to the various developmental policies at all levels. The strategies are appropriate to address the food insecurity problems that are exacerbated by the effects of climate variability. Using the various OECD-DAC evaluation criteria, the study has shown the programme has been highly efficient and effective. The impact of the programme is already being felt even though it has 2 more years to its completion. Further, the study results show that there is a high degree that the benefits would continue to accrue to the community long after the MAZA has phased out. The review has shown that overall the Programme is making satisfactory progress and is on course to achieve its set objectives.

### 6.2 Recommendations

Based on the study findings, the MTR make the following recommendations.

- vii. There is need to strengthen the exit strategies to ensure that Programme interventions are sustainable beyond the life of the Programme.
- viii. For Output 3, the existing indicators do not adequately capture the reality of the situation, as far as market access is concerned. It is recommended that some of the indicators that are used in the logical framework of the AICC/MUSCCO Increased Market Access and Financial Services Project should be adopted in the main MA-ZA Logical Framework.

- ix. Strengthen the implementation of the SO3 activities by ensuring that all the implementing partners are actively engaging with the new partners (AICC and MUSCCO).
- x. Ensure that NfYD activities are clearly built into the overall programme logical framework for ease of monitoring and to facilitate easy endline evaluation.
- xi. NfYD should improve its presence and visibility in all the MA-ZA impact districts. This would effectively promote youth engagement and involvement in the MA-ZA Programme activities, to ensure long-term sustainability of the SA interventions.
- xii. Revise the target for indicator 1 for Output 3 (%increase in income from sale of crops and livestock produced on the farmers' own farm) downwards to account for the 49% devaluation that took place in May 2012.

### **6.3 Lessons Learned**

There are a number of lessons that DF, the implementing partners and key stakeholders have been able to learn from the design and implementation of the MA-ZA Programme so far. These include:

1. Lead Farmer Approach: Farmer-to-Farmer extension approach is an effective way of reaching out to large pool of farmers in conditions where the government extension service is hampered by high vacancy rates.
2. VSLA are critical in the promotion of women empowerment.
3. Interventions related to livestock development are more successful when the livestock is given to individual farmers under the pass-on programme arrangement rather than giving the livestock to be managed by a group of farmers.
4. Direct involvement of local institutions is critical to the success of interventions and to ensure sustainability.
5. Even though they are labour intensive, SA technologies are cheaper in the long run than using inorganic fertilizers.
6. Ensuring that agricultural technologies have been tried and tested before introducing them to the communities make advocacy work easier.
7. Community support groups are also effective in disseminating other development initiatives beyond HIV and AIDS.

## ANNEX 1: LIST OF INDIVIDUALS CONSULTED

Name of Institution	Name of Person	Position
Development Fund of Norway	Victor Katchika-Jere	Programme Manager
	Irene Mambala	Finance and Administration Manager
Find Your Feet	Chimwemwe Soko	Programme Manager
	Chikalipa Kanyenda	Country Director
	Mrs Peggie Gondwe	Lead farmer Kasongwe VDC
	Mr A. Kumwenda	Lead farmer/ seed bank
	Mr R.K. Gondwe	Vicechair Jandang'ombe VDC
	Obed Botha	Lead Farmer
	Mr Chirambo	Chair Kawaza VDC
	Geoff Ngwaza	Chair Matunkha VDC
	Mr Munthali	Chair Walya VDC
	Mrs Peggie Gondwe	Lead farmer Kasongwe VDC
	Mr A. Kumwenda	Lead farmer/ seed bank
	Mr R.K. Gondwe	Vicechair Jandang'ombe VDC
	E. Lughanga	VSL Member
	J. Chirwa	VSL Member Kawaza VDC
	A. Gondwe	VSL Member Jombe VDC
	M. Gondwe	Lead farmer Ruviri VDC
	L. Mkandawire	VSL Member/Nkhozyo VDC
	E.Chirambo	VSL Member/chakhomi VDC
	M. Kumwenda	Lead farmer Ruviri VDC
	Mr Mhango	AEDO:Mzokoto EPA
	Mrs Etrida Mhango	Lead farmer Bolero EPA
	Mrs Delphin Nyirongo	Lead farmer
	Mr Gorge Mbale	Field Officer
Jane Mbale	Kamwankhunda VSL Member	

	Bridget Mzumala	Kamwankhunda VSL Member
	Esnart Chirambo	Kamwankhunda VSL Member
	Chrissy Munthali	Kamwankhunda VSL Member
	Racheal Msowoya	Kamwankhunda VSL Member
	Eselina Chawinga	Kamwankhunda VSL Treasurer
	Nyupe Nyasulu	Kamwankhunda VSL Member
	Nita Banda	Kamwankhunda VSL Secretary
	Ibelia Chavula	Kamwankhunda VSL Member
	Jane Tembo	Kamwankhunda VSL Chairlady
	Dares Mkandawire	Kamwankhunda VSL Member
	Anna Chirambo	Tisankhe Dairy club Chairperson
	Jackson Mwakinda	Tisankhe Dairy club Secretary
	Owen Gondwe	Tisankhe Dairy club Vice Chairperson
	Alice Zgambo	Tisankhe Dairy club Treasurer
	Esnath Chirambo	Tisankhe Dairy club Member
	Aamon Simwera	Tisankhe Dairy club Member
	Abinego Botha	Bolero ADC Lead farmer
	Peggy Gondwe	Bolero Lead farmer
	Mary Gondwe	Luviri VDC Lead Farmer
	M.Z Mzunda	Bolero ADC Secretary
	DAD Alfred Butao	Khamanga Ward- Councillor
	Bosco Zgyambo	Chanyoli VDC Chairperson
	Geoffrey Mwanza	Chairperson Matunkha VDC
	Jaison Chirambo	Chairperson Kawaza VDC
	Wilfred Munthali	Chairperson BabeVDC
	Alexander Kumwenda	Coordinator seed bank Matunkha VDC
	Robert Gondwe	Vice Chairperson Jandang'ombe VDC
	Emelina Luhanga	Vice chairperson Chanyoli VDC
	Joyce Chirwa	Vice Chairperson

	Anna Gondwe	Vice chairperson
	Anna Munthali	Vice chairperson Betele VDC
	Linly Mkandawire	Vice Chairperson Hozo VDC
	M. Chirambo	Vice chairperson Chakhomi VDC
	Mary Kumwenda	Lead farmer Luviri VDC
	Lloyd Gondwe	Chair person ,seed bank coordinator Bolero VDC
	Christina Mkandawire	Lead farmer Matunkha VDC
	Joseph Chirwa	
Network for Youth Development	Gift Numeri	Country Executive director
	Edith Kambwiri	Finance officer
	Jack Kabwilo	Project Officer Mzuzu branch
	S. Malata	Field officer
	T. Mwekekunga	Field officer
	Tryness Nkhoma	Community facilitator Mzimba South
	Cathy Mkandawire	Chairperson YWCDI Nkhatabay
	Ulemu Chowe	Chairlady Kauzi NFYD Nkhatabay
	Jimmy Mzilahawa	Chairperson MTESO
Trustees for Agriculture Promotion Programme (TAPP)	Mr Satiel	Field officer TAPP
	Mr Wilfred Chanza	Project Officer
	Mr Mac Noel A.Kaipanyama	AEDC Chivala EPA
	Mr Dan Ng'oma	Field officer Chivala EPA
	Mrs. O. Jere	DADO, Ntchisi District
Mzuzu Agricultural Development Division (MZADD)	Mr Gilbert Kupunda	Country Project Coordinator
	Mr R.D. Mzunga	Secretary ADC/ AEDO
	Mr Butao	Counsellor

	Mrs Emily Chirwa	Lead farmer
	Mr Kapelemela Gondwe	Lead farmer
	Veronica Tembo	Lead farmer Limbikani Club
	Fainess Banda	Follower farmer Limbikani Club
	Maltilda Kamanga	Follower farmer Limbikani Club
	Keflas Kaluwa	Follower farmer Limbikani Club
	Dorothy Zgambo	Follower farmer Limbikani Club
	Cathy Gondwe	Follower farmer Limbikani Club
	Styles Ngwira	Follower farmer Limbikani Club
	Atesia Phiri	Follower farmer Limbikani Club
	Eleanor Madisi	Follower farmer Limbikani Club
	Ester Nchona	Follower farmer Limbikani Club
	Flata Moyo	Follower farmer Limbikani Club
	Elibet Mfune	Follower farmer Limbikani Club
	Foster Nyirenda	Follower farmer Limbikani Club
	Fredno Ziba	Follower farmer Limbikani Club

## ANNEX 2: STAKEHOLDER CONSULTATIONS WITH DEVELOPMENT FUND STAFF

### DF MA-ZA SUSTAINABLE AGRICULTURE PROGRAMME – MID-TERM REVIEW

### KEY INFORMANT INTERVIEW GUIDE – DF STAFF

**INTRODUCTION:** *Good morning/afternoon. Our names are \_\_\_\_\_. We are from Makoka and Associates Consulting Firm in Lilongwe which has been asked by the Development Fund of Norway (DF) to undertake a midterm review of the Sustainable Agriculture Programme. The aim of the study is to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. We would like to talk to you about your experiences with the MAZA Programme. We would also like to inform you that everything you tell us will remain confidential and will only be used for the purposes of this assignment. Would you like to take part in these discussions? We thank you for accepting to be part of these discussions.*

#### IDENTIFICATION

- i) Name: .....
- ii) Position.....Length in the Position.....Years
- iii) Contact Phone:.....

#### Evaluation Criterion: PROGRAMME CONCEPTUALIZATION/DESIGN/RELEVANCE

1. How was the MA-ZA Programme conceived?
2. How were the end-users of the Programme clearly identified at the design stage?
3. Were the beneficiaries of the activities those people in the community that had greatest need? If not, describe reasons for non-benefit and ways to support their needs.
4. What is the mandate (role) of DF in the MA-ZA Programme?
  - a. Funding
    - i. Funding levels for partners;
    - ii. The ease with which DF gets project funds from the donor;
  - b. Stakeholder participation (Ministry of Agriculture, etc.)
  - c. Procurement system

- d. M&E system (How does DF monitor the implementation of the programme activities in the 5 districts? How effective is the M&E System? What needs to be adjusted?)
5. Are the partners' strategies appropriate to address the food security problems identified in the selected target areas?
6. As defined and measured, have the performance indicators provide useful and reliable data on program progress in terms of highlighting good/poor implementation/performance? How were they used to improve performance?

#### Evaluation Criterion: EFFECTIVENESS

7. Are the Programme results contributing effectively to the achievement of the Programme purpose?
8. How effective is the program in reaching women and addressing gender equality as outlined in the MAZA gender strategy document? To what extent is the program benefitting women? How?
9. Is the Programme on course to meet its the overall objective?
10. How timely were the Programme interventions and how did timeliness contribute towards Programme effectiveness during the first phase?
11. What **internal** and **external** factors contributed or inhibited the extent to which the Programme was effective during the first phase?
12. What are the major lessons learned regarding effectiveness and timeliness that are important for future Programing as the Programme moves beyond the first phase?
13. At the rate at which programme activities are implemented, will the programme meet all its 5 Programme outputs by the time it closes in June 2014? What needs to be adjusted?

#### Evaluation Criterion: COORDINATION

14. How well does the programme coordinate with other food security and development programs, in Malawi?
15. How were the implementing partners (Find Your Feet, Network for Youth Development, MZADD and TAPP) selected? What is your experience working with these implementing partners (in terms of adhering to work plans, submission of reports, financial management, procurement procedures, etc?) in the first phase of the MA-ZA Programme?
16. How effective is the coordination between the DF, implementing partners and key stakeholders, including relevant government structures?
17. How is the coordination among the various implementing partners of the Programme? Are there key challenges that DF faces in coordinating the consortium members? How often do the implementing partners share information, lessons learned, etc?



18. Are there any staff retention issues within DF for those working under the MA-ZA Programme? Has this affected the delivery of the programme?
19. What are the **major lessons learned** regarding coordination?

#### Evaluation Criterion: IMPACT

20. What is the impact of the Programme at household (micro) and community/district/country (macro) levels?
21. What aspects of program implementation, context, or beneficiary circumstances are associated with greater/less adoption of desired behaviour change? How can the program be modified to address constraints to behaviour change?
22. To what extent are the interventions improving household food security of the targeted smallholder farmers?
23. Are there any internal and external factors that have contributed or inhibiting the impact of the Programme on the beneficiary households and the wider community so far?
24. What are the **major lessons learned** that would improve future Programming to enhance Programme impact, as the Programme moves beyond the first phase?

#### Evaluation Criterion: SUSTAINABILITY

25. What program activities are sustainable by communities without MAZA program support and why? What program activities do not appear to be sustainable and why?
26. To what extent are the program results and outcomes sustainable? Economically, socially and environmentally?
27. Are the outcomes related to adoption of better practices sustainable, i.e., are lead farmers and follower farmers likely to continue with the lessons learned? Which outcomes are likely or unlikely to be sustained, and why? What can be done to increase the sustainability?
28. What is the extent and outcomes of MAZA's collaboration with the relevant government ministries? Are beneficiaries able to receive follow-up technical support from their respective government Extension Workers?
29. Is there an exit strategy developed for the program? Is that good and feasible?
30. Are the sustainability strategy and their interventions in the right direction?
31. Are the community organizations and institutions and their activities sustainable after the project exit?

32. Will beneficiaries receive follow-up support from respective line ministries? If, yes to what extent; if not why?
33. What are the **major lessons learned** regarding sustainability?

**THANK YOU FOR YOUR TIME AND YOUR RESPONSES**

## ANNEX 3: STAKEHOLDER CONSULTATIONS WITH IMPLEMENTING PARTNER PROGRAMME MANAGERS

### DF MA-ZA SUSTAINABLE AGRICULTURE PROGRAMME – MID-TERM REVIEW

## KEY INFORMANT INTERVIEW GUIDE – Implementing Partner PROGRAMME MANAGER

**INTRODUCTION:** Good morning/afternoon. Our names are \_\_\_\_\_. We are from Makoka and Associates Consulting Firm in Lilongwe which has been asked by the Development Fund of Norway (DF) to undertake a midterm review of the Sustainable Agriculture Programme. **The aim of the study is to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions.** We would like to talk to you about your experiences with the MAZA Programme. We would also like to inform you that everything you tell us will remain confidential and will only be used for the purposes of this assignment. Would you like to take part in these discussions? We thank you for accepting to be part of these discussions.

### IDENTIFICATION

- iv) Name: .....
- v) Position.....Length in the Position.....Years
- vi) Contact Phone:.....

### Evaluation Criterion: PROGRAMME CONCEPTUALIZATION/DESIGN/RELEVANCE

1. How did your organization become an implementing partner of the MA-ZA Programme?
2. How were the Programme beneficiaries selected? How were the lead farmers selected?
3. Were the beneficiaries of the activities those people in the community that had greatest need? If not, describe reasons for non-benefit and ways to support their needs.
4. How relevant are programme activities and beneficiary targeting, considering the needs of the target population?
5. How does your organization work with key stakeholders, such as the Ministry of Agriculture?
6. Are your strategies appropriate to address the food security problems identified in the selected target areas?
7. Are there any staff retention issues within your organization for those working under the MA-ZA Programme? Has this affected the delivery of the programme?

### Evaluation Criterion: EFFECTIVENESS

8. To what extent has the expected change in the indicators been achieved compared to the baseline levels?
9. Are there any unintended consequences of the program (positive or negative) observed? What are the implications for future programming?
10. How effective is the program in reaching women and addressing gender equality as outlined in the MAZA gender strategy document? To what extent is the program benefitting women? How?
11. To what extent has your organization's implementing approach affected the implementation of the program?
12. To what extent is the monitoring system operational? How timely manageable, valid, reliable, and useful is data generated by the system? How was the information captured used and by whom?
13. To what degree did beneficiary households receive multiple services or interventions from the program?
14. At the rate at which programme activities are implemented, will the programme meet all its 5 Programme outputs by the time it closes in June 2014? What needs to be adjusted?

#### **Evaluation Criterion: EFFICIENCY**

15. How economically were inputs converted into outputs during the first phase?
16. Are the interventions undertaken the most efficient way of enhancing sustainable food security of the beneficiaries?
17. Are the interventions representing good value for money?
18. How is the Programme ensuring technical quality and oversight to promote efficiency?
19. Are all DF/NORAD rules and regulations are adhered to in financial management? If not, what are the key challenges and gaps?
20. How effectively has cash flow been managed in the project? Have there been any significant delays in cash flow from DF to your organization? If delays were faced, how they were addressed?
21. How cost-effective is the programme? What interventions are cost-effective? Where does most of the programme money go, in terms of type of activities and in terms of to which type of beneficiaries, men, women, etc.?
22. What internal and external factors contributed or inhibited the extent to which the Programme was efficient during the first phase?
23. What are the major lessons learned regarding efficiency that are important as the Programme moves beyond the first phase?

#### **Evaluation Criterion: IMPACT**

24. To what extent have internal factors (interventions, structures and systems) positively and negatively influenced achievement of program impact? Which ones and how?
25. To what extent have external factors affected the achievement of program impact? Which ones and how?
26. What is the evidence that beneficiaries can/will sustain desired practices or behaviours that appear to have been adopted as outcomes of the program?
27. What are the threats or barriers to sustained behaviour change? How does the program address those barriers or threats?

28. What is their primary source of information concerning practices and behaviours? What are other key channels of information?
29. Which practices have beneficiaries been more/less inclined/ able to adopt, and why?
30. What aspects of program implementation, context, or beneficiary circumstances are associated with greater/less adoption of desired behaviour change? How can the program be modified to address constraints to behaviour change?
31. How has the capacity of community and local institutions to protect and enhance food security been improved?
32. What processes have been undertaken to improve the capacity of community and local institutions (ADCs, VDCs and stakeholder panels)? What factors hindered or facilitated capacity strengthening?
33. How did community members participate in and support the MAZA activity design, targeting, implementation and monitoring?
34. How transparent are the management (democratic representation, by-laws etc.) of community organizations and its roles and responsibilities?
35. How MAZA activities improved the community organizations' and institutions' capacities to analyze, plan, implement, monitor and evaluate to address the community needs? Describe the method and type of improvements
36. What new actions have the community organizations and institutions take to protect and enhance sustainable food security in their communities following MAZA capacity building activities?
37. How can the community organizations and local governance institutions be further developed?

#### **Evaluation Criterion: SUSTAINABILITY**

38. What program activities are sustainable by communities without MAZA program support and why? What program activities do not appear to be sustainable and why?
39. How has the capacity of community and local institutions to protect and enhance food security been improved?
40. What processes have been undertaken to improve the capacity of community and local institutions (ADCs, VDCs and stakeholder panels)? What factors hindered or facilitated capacity strengthening?
41. How did community members participate in and support the MAZA activity design, targeting, implementation and monitoring?
42. How transparent are the management (democratic representation, by-laws etc.) of community organizations and its roles and responsibilities?
43. How MAZA activities improved the community organizations' and institutions' capacities to analyze, plan, implement, monitor and evaluate to address the community needs? Describe the method and type of improvements
44. What new actions have the community organizations and institutions take to protect and enhance sustainable food security in their communities following MAZA capacity building activities?
45. How can the community organizations and local governance institutions be further developed?
46. To what extent are the program results and outcomes sustainable? Economically, socially and environmentally?
47. Are the outcomes related to adoption of better practices sustainable, i.e., are lead farmers and follower farmers likely to continue with the lessons learned? Which outcomes are likely or unlikely to be sustained, and why? What can be done to increase the sustainability?

48. What is the extent and outcomes of MAZA's collaboration with the relevant government ministries? Are beneficiaries able to receive follow-up technical support from their respective government Extension Workers?
49. Is there an exit strategy developed for the program? Is that good and feasible? Explain
50. Are the sustainability strategy and their interventions in the right direction?
51. Are the community organizations and institutions and their activities sustainable after the project exit?
52. Will beneficiaries receive follow-up support from respective line ministries? If, yes to what extent; if not why?

**THANK YOU FOR YOUR TIME AND YOUR RESPONSES**

## ANNEX 4: STAKEHOLDER CONSULTATIONS WITH IMPLEMENTING PARTNER PROGRAMME OFFICERS

### DF MA-ZA SUSTAINABLE AGRICULTURE PROGRAMME – MID-TERM REVIEW

## KEY INFORMANT INTERVIEW GUIDE – Implementing Partner PROGRAMME OFFICERS

**INTRODUCTION:** *Good morning/afternoon. Our names are \_\_\_\_\_. We are from Makoka and Associates Consulting Firm in Lilongwe which has been asked by the Development Fund of Norway (DF) to undertake a midterm review of the Sustainable Agriculture Programme. The aim of the study is to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. We would like to talk to you about your experiences with the MAZA Programme. We would also like to inform you that everything you tell us will remain confidential and will only be used for the purposes of this assignment. Would you like to take part in these discussions? We thank you for accepting to be part of these discussions.*

### IDENTIFICATION

- i) Name: .....
- ii) Position.....Length in the Position.....Years
- iii) Contact Phone:.....

### DISCUSSION: SUSTAINABLE AGRICULTURE AND LIVELIHOODS

1. What is the extent of adoption of the promoted agricultural techniques by farmers? What reasons were given for adopting or not?
2. Are the technologies and practices being promoted established and suitable to the local agro-ecological environments according to community members and to agricultural experts?
3. How was the use of food for work for participation in agricultural production related activities important (or not) to the activity outputs and outcomes?
4. What are farmers' (both lead and follower farmers) expectations about their ability to obtain seed and recommended inputs without program assistance (free or subsidized inputs)? What would promote/inhibit sustained access to these inputs?
5. Do farmers and other community groups have plans to maintain SA practices on their own? Describe these plans
6. Have demonstration plots accurately reflected the real conditions farmers are facing?
7. How have MAZA activities contributed to improve communities' links to the Ministry of Agriculture or the national agricultural research center? What evidence

is there that these linkages can/will be sustained? What could improve the sustainability of linkages?

8. Has the small scale irrigation interventions enhanced land under cultivation and availability of food in the targeted communities?
9. Do the small scale irrigation structures pose any negative environmental challenges?
10. Have the communities supported by small scale irrigation interventions established systems to raise and manage funds for operation and maintenance of the irrigation schemes?
11. Do the irrigation scheme farmers have the knowledge of irrigation crop sequencing and water and wetland management?
12. How watershed management activities are assisting the communities and also in protecting some of the environmental challenges?
13. What needs to change to ensure that the Sustainable Agriculture and Livelihood component of the Programme achieves its objectives by the time the Programme phases out in 2016?

#### **DISCUSSION: INCREASED HOUSEHOLD FOOD SOURCES (DIVERSIFICATION)**

14. In what ways has the protection of the nutrition/health status of specific groups (such as young children, mothers, pregnant women, the chronically) been improved as a result of MAZA activities.
15. Which strategies have been more effective in SO2 (increased household food sources) so far and why?
16. According to various stakeholders (mothers, fathers, health workers, etc.), how well have activities addressed the most felt problems facing the community?
17. In what ways have linkages and coordination with public and private health and social services in the community improved over the period of MAZA interventions?
18. What evidence is there that MAZA activities have contributed to these improvements? Are there clearly written and applied guidelines for targeted child feeding interventions including appropriate breast and young child feeding?
19. Have children identified as severely malnourished been appropriately referred for treatment?
20. Is program staff members qualified and aware of the purpose and methods used in the program delivery?
21. How have the capabilities of the staff and local partners to respond to community needs been improved through the objectives of the program?
22. What needs to change to ensure that the Diversification component of the Programme achieves its objectives by the time the Programme phases out in 2016?
- 23.

#### **DISCUSSION: VILLAGE SAVINGS AND LOANS AND AGRIBUSINESS**

24. Are credit programs (VS&L – Village Savings and Loans) designed and implemented according to standard best practices? If not, why and how can credit practices be improved?
25. What has been the repayment rate for loans and how have design elements and contextual circumstances affected this repayment rate?
26. Are there certain groups/individuals within the target population better able to access loans, and why? If there are groups/individuals who are unable to access loans, should the program be broadened to include these groups and how can the program be modified to incorporate them?



27. Is there an accessible market for the products or services produced by the microenterprises promoted by MAZA program? How are the communities organized to access available markets?
28. What is the status of the microenterprises supported under the MAZA programme? Are these microenterprises likely to continue/expand operations without MAZA support? If not, why and what can be done to enhance their continuation/expansion?
29. How have the microenterprise/microfinance activities contributed directly to household food security? To what degree? What types of beneficiaries have seen more/less improvement in food security and why?
30. How could the benefits of income-generating activities on household food security be increased?
31. In what ways have MAZA agribusiness activities enhanced the market for farmer produce?
32. How have the established farmers groups prepared to sustain and expand their relationships with the private sector?
33. What are the greatest access opportunities – increasing the volume of sales, improving the quality of produce, building business expertise, etc.? Does the program take adequate advantage of these opportunities?
34. What needs to change to ensure that the VS&L component of the Programme achieves its objectives by the time the Programme phases out in 2016?

#### **DISCUSSION: GENDER, GOOD GOVERNANCE AND FINANCE MANAGEMENT**

35. How have the local governance structures been involved in the implementation of the MAZA programme?
36. Has the programme contributed towards raising the status of women in the community? If so, how? If not, why?
37. Has the programme reduced the workload of women? If so, how? If not, why? How have women used saved labour?
38. To what extent have the groups formed or strengthened by the program received good governance trainings, and are practicing good governance in their day to day activities?
39. Are all DF/NORAD rules and regulations are adhered to in financial management? If not, what are the key challenges and gaps?
40. How effectively has cash flow been managed in the project? Have there been any significant delays in cash flow either from donor to the prime awardee or from the prime awardee to implementing partners? If delays faced, how they were addressed?
41. How cost-effective is the programme? What interventions are cost-effective? Where does most of the programme money go, in terms of type of activities and in terms of to which type of beneficiaries, men, women, etc.?
42. What needs to change to ensure that the Gender, Good Governance and Finance Management components of the Programme achieve their objectives by the time the Programme phases out in 2016?

**THANK YOU FOR YOUR TIME AND YOUR RESPONSES**

## ANNEX 5: FOCUS GROUP DISCUSSIONS WITH MA-ZA PROGRAMME BENEFICIARIES

### DF MA-ZA SUSTAINABLE AGRICULTURE PROGRAMME – MID-TERM REVIEW

### FGD GUIDE –Programme Beneficiaries

**INTRODUCTION:** *Good morning/afternoon. Our names are \_\_\_\_\_. We are from Makoka and Associates Consulting Firm in Lilongwe which has been asked by the Development Fund of Norway (DF) to undertake a midterm review of the Sustainable Agriculture Programme. The aim of the study is to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. We would like to talk to you about your experiences with the MAZA Programme. We would also like to inform you that everything you tell us will remain confidential and will only be used for the purposes of this assignment. Would you like to take part in these discussions? We thank you for accepting to be part of these discussions.*

#### IDENTIFICATION

- i) Number of FGD Participants:.....Male .....Female  
ii) Name of Village.....GVH.....  
iii) TA:.....District .....

*Note- Only use the sections of this Guide that are applicable to a particular FGD groups (such as VS&L Group, etc)*

#### DISCUSSION: BACKGROUND INFORMATION

1. How long have you been working the MAZA Implementing Partner? How did you join the programme?
2. What major programme activities are you involved in?
3. Were the beneficiaries of the activities those people in the community that had greatest need? If not, describe reasons for non-benefit and ways to support their needs.
4. How relevant are programme activities and beneficiary targeting, considering the needs of the target population?

#### DISCUSSION: SUSTAINABLE AGRICULTURE AND LIVELIHOODS

5. What is the extent of adoption of the promoted agricultural techniques by farmers? What reasons were given for adopting or not?
6. Are the technologies and practices being promoted established and suitable to the local agro-ecological environments according to community members and to agricultural experts?

7. How was the use of food for work for participation in agricultural production related activities important (or not) to the activity outputs and outcomes?
8. What are farmers' (both lead and follower farmers) expectations about their ability to obtain seed and recommended inputs without program assistance (free or subsidized inputs)? What would promote/inhibit sustained access to these inputs?
9. Do farmers and other community groups have plans to maintain SA practices on their own? Describe these plans
10. Have demonstration plots accurately reflected the real conditions farmers are facing?
11. How have MAZA activities contributed to improve communities' links to the Ministry of Agriculture or the national agricultural research center? What evidence is there that these linkages can/will be sustained? What could improve the sustainability of linkages?
12. Has the small scale irrigation interventions enhanced land under cultivation and availability of food in the targeted communities?
13. Do the small scale irrigation structures pose any negative environmental challenges?
14. Have the communities supported by small scale irrigation interventions established systems to raise and manage funds for operation and maintenance of the irrigation schemes?
15. Do the irrigation scheme farmers have the knowledge of irrigation crop sequencing and water and wetland management?
16. How watershed management activities are assisting the communities and also in protecting some of the environmental challenges?

#### **DISCUSSION: INCREASED HOUSEHOLD FOOD SOURCES (DIVERSIFICATION)**

17. In what ways has the protection of the nutrition/health status of specific groups (such as young children, mothers, pregnant women, the chronically) been improved as a result of MAZA activities.
18. Which strategies have been more effective in SO2 so far and why?
19. According to various stakeholders (mothers, fathers, health workers, etc.), how well have activities addressed the most felt problems facing the community?
20. In what ways have linkages and coordination with public and private health and social services in the community improved over the period of MAZA interventions?
21. What evidence is there that MAZA activities have contributed to these improvements? Are there clearly written and applied guidelines for targeted child feeding interventions including appropriate breast and young child feeding?
22. Have children identified as severely malnourished been appropriately referred for treatment?
23. Is program staff members qualified and aware of the purpose and methods used in the program delivery?
24. How have the capabilities of the staff and local partners to respond to community needs been improved through the objectives of the program?

#### **DISCUSSION: VILLAGE SAVINGS AND LOANS AND AGRIBUSINESS**

25. Are credit programs (VS&L – Village Savings and Loans) designed and implemented according to standard best practices? If not, why and how can credit practices be improved?
26. What has been the repayment rate for loans and how have design elements and contextual circumstances affected this repayment rate?
27. Are there certain groups/individuals within the target population better able to access loans, and why? If there are groups/individuals who are unable to access

- loans, should the program be broadened to include these groups and how can the program be modified to incorporate them?
28. Is there an accessible market for the products or services produced by the microenterprises promoted by MAZA program? How are the communities organized to access available markets?
  29. What is the status of the microenterprises supported under the MAZA programme? Are these microenterprises likely to continue/expand operations without MAZA support? If not, why and what can be done to enhance their continuation/expansion?
  30. How have the microenterprise/microfinance activities contributed directly to household food security? To what degree? What types of beneficiaries have seen more/less improvement in food security and why?
  31. How could the benefits of income-generating activities on household food security be increased?
  32. In what ways have MAZA agribusiness activities enhanced the market for farmer produce?
  33. How have the established farmers groups prepared to sustain and expand their relationships with the private sector?
  34. What are the greatest access opportunities – increasing the volume of sales, improving the quality of produce, building business expertise, etc.? Does the program take adequate advantage of these opportunities?

#### **DISCUSSION: GENDER AND GOOD GOVERNANCE**

35. How have the local governance structures been involved in the implementation of the MAZA programme?
36. Has the programme contributed towards raising the status of women in the community? If so, how? If not, why?
37. Has the programme reduced the workload of women? If so, how? If not, why? How have women used saved labour?
38. To what extent have the groups formed or strengthened by the program received good governance trainings, and are practicing good governance in their day to day activities?

**THANK YOU FOR YOUR TIME AND YOUR RESPONSES**

## ANNEX 6: KEY INFORMANT INTERVIEWS

### DF MA-ZA SUSTAINABLE AGRICULTURE PROGRAMME – MID-TERM REVIEW

#### KII GUIDE – MoAFS Staff/Traditional Leaders/ADC/VDC/Lead Farmers, etc.

**INTRODUCTION:** *Good morning/afternoon. Our names are \_\_\_\_\_. We are from Makoka and Associates Consulting Firm in Lilongwe which has been asked by the Development Fund of Norway (DF) to undertake a midterm review of the Sustainable Agriculture Programme. The aim of the study is to assess the progress of the MAZA Programme against stated outputs in order to establish beneficiaries' satisfaction with the Programme interventions. We would like to talk to you about your experiences with the MAZA Programme. We would also like to inform you that everything you tell us will remain confidential and will only be used for the purposes of this assignment. Would you like to take part in these discussions? We thank you for accepting to be part of these discussions.*

#### IDENTIFICATION

- i) Number of FGD Participants:.....Male .....Female  
ii) Name of Village.....GVH.....  
iii) TA:.....District .....

1. Are you involved in MA-ZA Programme in any way? How are you involved?
2. What major programme activities are you involved in?
3. Were the beneficiaries of the activities those people in the community that had greatest need? If not, describe reasons for non-benefit and ways to support their needs.
4. How relevant are programme activities and beneficiary targeting, considering the needs of the target population?
5. How effective is the program in reaching women and addressing gender equality as outlined in the MAZA gender strategy document? To what extent is the program benefitting women? How?
6. What **internal** and **external** factors contributed or inhibited the extent to which the Programme was effective during the first phase?
7. What are the major lessons learned regarding effectiveness and timeliness that are important for future Programing as the Programme moves beyond the first phase?

8. How well is the Programme working with the local structures, such as the EPA offices, the ADC, the VDC, etc?
9. What is the impact of the Programme at household (micro) and community/district/country (macro) levels?
10. What aspects of program implementation, context, or beneficiary circumstances are associated with greater/less adoption of desired behaviour change? How can the program be modified to address constraints to behaviour change?
11. To what extent are the interventions improving household food security of the targeted smallholder farmers?
12. Are there any internal and external factors that have contributed or inhibiting the impact of the Programme on the beneficiary households and the wider community so far?
13. What are the **major lessons learned** that would improve future Programming to enhance Programme impact, as the Programme moves beyond the first phase?
14. What program activities are sustainable by communities without MAZA program support and why? What program activities do not appear to be sustainable and why?
15. To what extent are the program results and outcomes sustainable? Economically, socially and environmentally?
16. Are the outcomes related to adoption of better practices sustainable, i.e., are lead farmers and follower farmers likely to continue with the lessons learned? Which outcomes are likely or unlikely to be sustained, and why? What can be done to increase the sustainability?
17. What is the extent and outcomes of MAZA's collaboration with the relevant government ministries? Are beneficiaries able to receive follow-up technical support from their respective government Extension Workers?
18. Is there an exit strategy developed for the program? Is that good and feasible?
19. Are the sustainability strategy and their interventions in the right direction?
20. Are the community organizations and institutions and their activities sustainable after the project exit?
21. As the Programme moves into the second phase are there any specific issues that they need to incorporate to ensure that the Programme achieves all its objectives by 2016?

**THANK YOU FOR YOUR TIME AND YOUR RESPONSES**