



NORWEGIAN CHURCH AID
actalliance

Evaluation Summary

Evaluation	Goat Value Chain endline evaluation
Publication year:	2021
Donor:	Gift Catalogue
Name of Organisation(s):	NCA DCA
Internal, External or Mixed team?	Internal
Local Partner(s):	SPRODETA
Country/Region:	Malawi
Author:	NCA DCA MEAL
Commissioned by:	NCA DCA
Type of evaluation (midline endline, formative):	Endline
DAC-sector:	Production
DAC-criteria used:	Relevance, effectiveness, efficiency, impact, and sustainability
Intervention period:	July 2020 to November 2021
Key words:	Goat Value Chain Project
Evaluation summary and recommendations (max 2 pages):	<p>Objective:</p> <p>The objective of the end line evaluation was to collect data (qualitative and quantitative) on income and resilience levels, objective indicators and output indicators of the project which can be measured, compared and analysed against the baseline values collected from the targeted population. The study collected end line data from all the groups that were involved in the implementations of the project and the end line evaluation provides a comparative analysis with the baseline values to deduce if the project has brought up a change in the lives of those it was targeting. Based on the TOR, the end of project evaluation specifically assessed performance of project outcomes and outputs namely:</p> <ol style="list-style-type: none">I.How much the project has increased Goat ownership among women and youth.II.How the project has increased access to profitable marketsIII.How much the project has strengthened the capacity of the targeted households in carrying out climate friendly goat management practices.IV.The extent to which the project has increased real household income levels for the targeted households <p>Method:</p> <p>The end line evaluation collected both quantitative and qualitative data. The quantitative tools will be utilized primarily to estimate the status of the counterfactuals, and the qualitative tools are expected to contribute in explaining the quantitative findings. The chart below illustrates key methods/tools by category.</p> <p>Key Findings:</p> <p>Needs based: The GVC project was not designed basically on the need basis of the beneficiaries of the four traditional authorities (TA) in Dowa district but based on complimenting and synergizing other projects being implemented by other organizations supported from NCA DCA. The projects that the GVC complimented were the Young women in Active Politics and the CALGA. These two projects had already established structures in Dowa where they were implementing governance programs. However, the project tried to incorporate the marginalized, young women and youth.</p>

Participation: The GVC project involved all the relevant sectors during its implementation. Apart from the beneficiaries, the project involved the government departments like veterinary and land resource services, CCJP, WOLREC, chiefs and local structures like Area Development Committees (ADC).

Relevance and project design: The project interventions were relevant to resilience building and economic empowerment needs of the targeted households. From the analysis made, there was a contribution from the projects interventions in building resilience of the households in times of shock and stress. The presence of the goats and its products ensured that the respondents were economically empowered since they could sell the goats and its products and use the money for other economic gains.

Effectiveness: The project managed to increase the ownership of goats to women and youth in Dowa district through the direct distribution of the goats. The project also provided the trainings on good goat husbandry practices and provided fodder trees in a way of making sure the goats survive and multiply. The project however failed to reach its target on increasing household income by 40%. The major factors that influenced the non achievement of some of the targets were short project period and lack of better implementing strategies.

Efficiency: The project managed to reach out to 200 beneficiaries that it targeted in the four TAs. The project targeted women and youth, elderly and also members of CAGs and YWAGs. Indirectly the project reached out to 900 people with its interventions. This means that with the few resources the project managed to reach out to its target directly and more than its target indirectly. However, the project could have reached to much more with the same few resources if the pass-on program materialised.

Impact: The project increased goat ownership to 200 women and youth in Dowa district. From the targeted women and youth, each of them instantly increased the ownership of the goats by 4. From the survey results however, 82% of the women and youth owned 79% of the goats. If we are to go by these figures, we would conclude that the project has increased ownership of goats.

The project also increased household income to the targeted population by 7% and increased the change in income by 30.61%. The target though was at 40% and the project failed to reach these targets because of the time frame and other factors.

Sustainability: The benefits of the project are likely to be sustainable only to the beneficiaries of the project. The beneficiaries went through several trainings on good goat husbandry practices, trained on veterinary practices, trained on how to look after the fodder trees and all these were part of sustainability practices. The project also engaged government officials as a way of ensuring sustainability.

Specific Recommendations:

- **Use the goat pass-on approach**

increase in goat ownership did not materialize to the levels that it would if the pass-on approach were considered during implementation of the project. The time frame and the main goal of increasing income levels distorted the pass-on initiative.

- **Use of already established groups from other projects**

idea of building upon structures already established by other projects was a brilliant idea and should be encouraged for future projects.

- **Use of government departments as a way of ensuring sustainability**

project also did well in engaging the government departments in the implementation of the project. This ensured sustainability and ownership.

- **Procurement of goats from nearby places**

was an issue in all the four TAs that the some of the goats that were distributed died instantly because of changes in the environment. The goats that were procured could not adapt to the weather of Dowa district which is a bit colder than where they were procured.

- **Increase the timeframe of the project**

	<p>One of the major factors that contributed to the non-achievements of some of the targets was the period of the project. The project was implemented for one and half years of which could not yield tangible results in the said period.</p> <ul style="list-style-type: none"> • Ambitious targets <p>Another challenge that was observed in the course of analyzing the data collected was that the project has set very high targets which could not be achieved in the project period time frame. The evaluation team also observed that some of the indicators were not SMART (i.e., overall objective, project purpose and indicators on output 1) and therefore vague and thus difficult to measure.</p>
Cross-cutting issue(s):	
Link to full report:	https://kirkensnodhjelp.sharepoint.com/sites/pims/fundings/G1091/Documents/05%20Evaluations/GVC-Endline-study-Report%20-December-21.docx?web=1
Link to preregistration form:	https://kirkensnodhjelp.sharepoint.com/sites/pims/projects/P1370/Documents/13%20Evaluations/10E2%20Preregistration%20template.docx?web=1



Contents

List of Abbreviations	3
Executive Summary	4
Women and youth have increased access to profitable markets by 30th November	7
1. Introduction	9
1.1 Background.....	9
1.2 Context.....	10
1.3 Objectives of the End line Evaluation	11
1.4 Scope of the End line Evaluation.....	11
2. Study Methodology	11
2.1 End line Evaluation Design	11
2.2 Study Methods	12
2.2.1 Quantitative Methods	12
2.2.2 Qualitative Methods	12
2.3 Study Procedure.....	13
2.5 Human Subject Research Ethics	14
2.6 Limitations of the Study	14
3. Key Study Findings	16
3.1 Overall Objective.....	16
Contribute to increased resilience and poverty reduction among the targeted women and youth farmers in Dowa district by November 2021	16
16	
3.2 Project Purpose/Objective.....	19
To increase real household income levels by 40% among the targeted 200 women and youths in Dowa district by November 2021.....	19
3.3 Project Outputs	19
3.4 Overall assessment of the project	23
4 Conclusion & Recommendations	27
4.1 Conclusion	27
4.2 Recommendations.....	27
References	28

List of Abbreviations

ADC	Area Development Committee
CAG	Citizen Action Groups
CALGA	Citizen Action for Local Government Accountability
CCJP	Catholic Commission for Justice and Peace
FGD	Focus Group Discussion
GVC	Goat Value Chain
HH	Household
KII	Key Informant Interviews
NCA DCA	Norwegian Church Aid Danish Church Aid
OECD DAC	Organization for Economic Cooperation and Development's Development Assistance Committee
PRA	Participatory Rural Appraisal
SPRODETA	Small Producers Development and Transporters Association
TA	Traditional Authority
WOLREC	Women Legal Resources Centre

Executive Summary

Context

Enhancing the Goat Value Chain for increased income and resilience among the vulnerable women and youths project was implemented by Small Producers Development and Transporters Association (SPRODETA) in central part of Malawi, particularly, Dowa district with support from Norwegian Church Aid and DanChurchAid (NCA/DCA). The objective of the Goat Value Chain (GVC) project was to contribute to increased resilience and poverty reduction among the targeted women and youth farmers in Dowa. The project worked with already present structures of Women Legal Resource Centre (WOLREC) and Catholic Commission for Justice and Peace (CCJP) and government stakeholders from the ministry of Health and Agriculture. From WOLREC, the project worked with Young Women in Active Politics Groups (YWAGs); from CCJP, the project worked with Community Action Groups (CAGs); from Ministry of Agriculture, the project worked with Land Resource Officer and Assistant Veterinary Officer and from ministry of Health, District Environmental Officer. The project intervened in seeking to address the barriers that keep women and youth in perpetual poverty and prevent them from owning productive assets such as goats. By targeting women and youth, the project also wanted to address issues of economic empowerment, cultural norms and environment present in most of the districts in Malawi. The project targeted marginalized community members and women and youth who were already belonging to the YWAGs and CAGs from projects being implemented by WOLREC and CCJP respectively. This project came to compliment or synergize the efforts of these previous projects which were also supported by the NCA DCA.

Objective of the Evaluation

The overall objective of the evaluation was to assess how much the project has achieved its goal of increasing income levels of targeted households through the goat value chain approach. The evaluation wanted to assess the performance of project outcomes and outputs on the following: increased goat ownership among women and youth; increased access to profitable markets; strengthened capacity of the targeted households in carrying out climate friendly goat management practices and; increased real household income levels for the targeted households.

Methodology

A purposive sampling design was used for the end line evaluation of the GVC project. Realizing the need for independent and objective results, and to scientifically measure the project impact, a two staged sampling was used. First it was selection of the project communities and then randomly sampling the beneficiaries in the communities who participated in the project interventions. The inquiry of the Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) for evaluations criteria were also followed to assess the relevance, efficiency, effectiveness sustainability and impact of the project. Study method consisted of both quantitative and qualitative tools. The overall approach of this study is based on the following principles of Participatory Rural Appraisal (PRA) which are reversal learning, triangulation, and open mindset.

A beneficiaries household survey questionnaire form was used to collect quantitative data whereas focus group discussion and key informant interviews were used for qualitative data collection from beneficiaries and key stakeholders.

Key findings

Needs based: The GVC project was not designed basically on the need basis of the beneficiaries of the four traditional authorities (TA) in Dowa district but based on complimenting and synergizing other projects being implemented by other organisations supported from NCA DCA. The projects that the GVC complimented were the Young women in Active Politics and the CALGA. These two projects had already established structures in Dowa where they were implementing governance programs. According to the rural setting, it was difficult for some of the aspirations advancing from the groups to be materialized and therefore there was a need of a livelihoods project to compliment the structures from the two projects. The GVC project therefore came in as a source of livelihood and to potentially materialize the efforts happening in the two projects. For the community groups whose members did not belong to either of the structures of the YWAP or CALGA, their involvement was part of the spillover effect and thereby no format of targeting was used. However, the project tried to incorporate the marginalized, young women and youth.

Participation: The GVC project involved all the relevant sectors during its implementation. Apart from the beneficiaries, the project involved the government departments like veterinary and land resource services, CCJP, WOLREC, chiefs and local structures like Area Development Committees (ADC). These stakeholders were not involved in the design of the project, but during the identification of the structures or beneficiaries and entry planning meetings. Active participation by WOLREC, CCJP and ADCs was comparatively higher than that of the government officials in the identification of the beneficiaries. The government officials were much involved in the entry meetings. The lack of involvement of the government stakeholders at the design or identification stages compromised some of the recommended requirements of implementing goat projects. Participation of the beneficiaries of the project was purposive because the project targeted some members of the YWAGs, all members CAGs and some community members. 30 members, 15 from each YWAGs of TA Nsakambewa and Kayembe benefited whilst all 40 members of the two CAGs from TA Chiwere and Mkukula benefited. 130 community members also benefited from the project from all the four mentioned TAs. A condition of participation was, however, given to all the beneficiaries, that they construct recommended kraals before they were given the goats, failure of which one was not eligible to receive the goats.

Relevance and project design: The project interventions were relevant to resilience building and economic empowerment needs of the targeted households. From the analysis made, there was a contribution from the projects interventions in building resilience of the households in times of shock and stress. The presence of the goats and its products ensured that the respondents were economically empowered since they could sell the goats and its products and use the money for other economic gains. Similarly on resilience building, the goats and its products served as a way of cautioning the impact costs of the stress, thereby allowing the households to recover more quickly thereby reducing the total resilient costs.

Effectiveness: The project managed to increase the ownership of goats to women and youth in Dowa district through the direct distribution of the goats. The project also provided the trainings on good goat husbandry practices and provided fodder trees in a way of making sure the goats survive and multiply.. The project however failed to reach its target on increasing household income by 40%. The major

factors that influenced the non achievement of some of the targets were short project period and lack of better implementing strategies.

Efficiency: The project managed to reach out to 200 beneficiaries that it targeted in the four TAs. The project targeted women and youth, elderly and also members of CAGs and YWAGs. Indirectly the project reached out to 900 people with its interventions. This means that with the few resources the project managed to reach out to its target directly and more than its target indirectly. However, the project could have reached to much more with the same few resources if the pass-on program materialised.

Impact: The project increased goat ownership to 200 women and youth in dowa district. From the targeted women and youth, each of them instantly increased the ownership of the goats by 4. From the survey results however, 82% of the women and youth owned 79% of the goats. If we are to go by these figures, we would conclude that the project has increased ownership of goats.

The project also increased household income to the targeted population by 7% and also increased the change in income by 30.61%. The target though was at 40% and the project failed to reach these targets because of the time frame and other factors. In terms of increasing access to profitable markets, the project did not do a proper survey of market access, and therefore relied much on one cooperative that was established previously by the project. Since the cooperative had some challenges, it therefore affected the achievement of this result and also created other problems on customer satisfaction. The project however scored well on how they used one of the products from goat farming, manure. The manure that was produced by the goats was used in the fields where a total of 49.72 hectares was applied with manure and resulted in high yields. This also contributed to the increase in real household income of the farmers.

Sustainability: The benefits of the project are likely to be sustainable only to the beneficiaries of the project. The beneficiaries went through several trainings on good goat husbandry practices, trained on veterinary practices, trained on how to look after the fodder trees and all these were part of sustainability practices. The project also engaged government officials as a way of ensuring sustainability. There is however a likelihood of not sustaining the logistics of the government officers once the project exits. Another front of sustainability was the use of the YWAG and CAG groups, who were already existing and had a long lasting mandate in themselves, and thereby assuring the continuation of the activities of the project. The establishment of the project committees was also part of sustainability for they provide the much needed supervision once the project exits.

Indicator Summary achievement

Indicator	Results			
	B	T	E	Status
Overall Objective: Contribute to increased resilience and poverty reduction among the targeted women and youth farmers in Dowa district by November 2021				
▪ % of right holders with reduced poverty and increased resilience levels by November 2021	N/A	N/A	62.2%	
Project purpose: To increase real household income levels by 40% among the targeted 200 women and youths in Dowa district by November 2021				
▪ % increase in income levels from sale of goats	N/A	40%	7%	
Project Output 1				
Women and youth have increased ownership of goats by 50% in Dowa district by 30th November 2021	N/A	50%	79.8%	
▪ Number of vulnerable women and youth owning and accessing goats	0	200	164	
▪ Number of project committees formed, trained and operational in all the project sites	0	3	4	
▪ Number of vulnerable women and youth trained and able to apply goat husbandry practices	0	200	164	
▪ Number of goat communal kraals constructed	0	2	2	
▪ Drug and veterinary services available for local farmers at community level	0	50%	50%	
Project Output 2				
Women and youth have increased access to profitable markets by 30 th November				
▪ Number of goats sold at a profitable price	0	200	112	
▪ Number of funds realized from the sale of goats	0	2.5 million	2.9 million	
▪ Number of women and youth mobilized into CBFO's and benefiting from them	0	200	108	
▪ Number of contracts signed between farmers and buyers	0	9	1	
▪ Number of interface meetings between buyers and sellers	0	5	3	
▪ Number of goat holding pens constructed and functioning	0	2	0	
Project output 3				

▪ Number of youth and women that demonstrate strengthened capacity in climate friendly goat management practices	0	50	90	
▪ Number of fodder trees planted and the number of acres	0	30000	4465	
▪ Number of women and youth trained on agroforestry practices	0	200	164	
▪ Number of women and youth trained and involved in fruits, tree fodder production and management	0	200	164	
▪ Number of CBEMC formed and trained	0	4	2	

Key Red for very low achievement- below 50%; orange for above 50% achievement and; green for 100% achievement

Conclusion: Overall, the project performed well in meeting most of its output targets. This was mainly what the project had control with given the time frame of the project and resources available. Through the interviews, the beneficiaries were able to demonstrate the benefits that they have yielded from the project. They were also able to lament how the interventions that were done will yield to the impact of the project in long run. The project also was in line with the mandate of the donor of building synergy to another developmental programs being implemented in the same area in order to enhance results. The project also managed to enhance the networking and collaboration between the two partners who were implementing previous projects in the area. In achieving the impacts, the project contributed to the increase in household income and goat ownership of the women and youth in the district in a way of also contributing to the achievements of the other projects' objectives. The project however was short termed and needed to modify the approach it was using especially the pass-on approach. The project also indirectly contributed to disagreements within the groups they used and did little in empowering women.

Recommendations: Some of the recommendations that were observed from the end line evaluation include:

- **Use of the pass-on Approach:** The evaluation team observed that the use of the pass-on approach could have brought more positive impact to the project than not using it.
- **Use of government departments:** The GVC project engaged with the government departments in implementing the GVC, however this engagement needed to be from the planning stage.
- **Use of already established groups:** The project adopted the groups that were being used by the previous projects of YWAP and CALGA. This was a brilliant idea and should be re-enforced in other upcoming projects.
- **Increase in time frame:** The project was implemented in a very short term period and thereby not able to achieve its targets.
- **Procurement of goats in nearby places:** The evaluation established that the goats that were procured were from an area with different temperatures to the implementation area. It was therefore difficult for the goats to adapt to the change in weather, and therefore some died.
- **Ambitious Targets:** The project had set some of the targets very high in comparison to the implementation time period and also some of the indicators were not Specific, Measurable, Attainable, Realistic and Time bound (SMART).

1. Introduction

This chapter introduces the report with the national background relating to the project, context of the project implementation, and study objectives along with study scope.

1.1 Background

Malawi context

Malawi remains one of the poorest countries in the world. This is characterized in several forms, one of which is food insecurity. In 2017/2018, 1,043,000-people were food insecure in Malawi. This was attributed to effects of climate change and also an infestation of fall army worms which attacked up to 200,000 hectares across the country. According to the Human Development Report (HDR) of 2016, Malawi is one of the least developed countries in the world and is ranked 170. The economy is dominated by the agricultural sector, which accounts for about a third of the country's Growth Domestic Product (GDP) and drives livelihoods for two thirds of the population. Over the decades, the country's development progress has been negatively affected by shocks leaving behind the country in a cycle of poverty and vulnerability (CISANET Strategic Plan, 2019-2023).

Malawi's livestock sector plays a pivotal role in the socio-economic development and it is a major tool of eradicating poverty of both the rural and urban population. According to Malawi's National Livestock Policy (2004), Malawi's economy is highly dependent on the agriculture sector which contributes about 36% of the GDP, 85% of export earnings and 84% of total employment. Productivity in agricultural production, the country's main economic activity is low. Livestock sub-sector constitutes an important segment of Malawi agriculture. It contributes about 7% of the total GDP and 20% of the value of total agricultural production. Small ruminants make a vital contribution to household food security. Goat farming is a key element in the mixed farming system of smallholder farmers and has a high potential for growth and poverty alleviation in Malawi. In terms of numbers, goat has consistently been above those of cattle, pigs and sheep in Malawi (Banda and Sichinga 2001; Banda 2008). Goats are regarded as a renewable food source and are readily slaughtered and sold (Devendra 1985).

Over the years, livestock production in Malawi, which includes beef, dairy, goat, sheep, pig, chicken and eggs, among others, has steadily increased. Both smallholders and estate farmers are involved in animal production, with more intensive production systems found on estate farms. Livestock production faces a number of challenges, including limited pasture due to population pressure, inadequate production and storage technologies in feed and breeding programmes, and insufficient animal health support infrastructure and services, such as dip tanks.

The GOM observed that there was a lot of untapped potential in livestock sub-sector which was not being harnessed. Some of the features of the livestock sub-sector, which made it attractive for development, were the fact that livestock are owned largely, by smallholder-

private producers and this means that an investment in the sub-sector would be an effective means of improving the incomes of the rural people. Furthermore a large number of innovative smallholder schemes have been developed through government and private initiatives. Examples include the dairy bulking groups, smallholder stallfeeder scheme for fattening steers, the village poultry upgrading programmes and the smallholder commercial eggs bulking group scheme. It was envisaged that support to these activities would yield rapid and high benefits to the livestock farmers in particular and the country in general. It was with these views in mind, and to overcome the technical constraints that impede further development of the productive potentials of the livestock sub-sector, and to consolidate the earlier benefits from the smallholder initiatives. According to Malawi's latest Growth and Development Strategy, sustainable and inclusive growth is essential to reducing poverty in the country. To achieve this, the government wants to promote growth in sectors that create employment and income opportunities. Linking smallholders with enterprises involving smallholders in agricultural value chains is a central component of the government's drive to transform agriculture. The country's National Agricultural Policy identifies the private sector as a key player in realising this ambition and is committed to supporting the "market-based expansion of private sector investments that promote smallholder commercialization.

1.2 Context

The goat value chain project was designed to address some of the economic issues and goat ownership discrepancies that exists between males and females in our societies and in particular Dowa district. In the Malawi Poverty Report 2018, poverty incidences for Dowa district are at 48.8%. According to the 2018 Population and Housing Census, Dowa District had 772,569 people. This means that 377,014 (48.8% of 772,569) people are poor in Dowa District. The goat value chain project targeted Dowa district because of the poverty levels and also the discrepancies in economic and productive assets between males and females. In the project target areas, there were 37,022 goats in Chisepo EPA under T.A. Kayembe, and 53,499 goats in Chibvala EPA under T.A. Nkukula.

According to the project document, the first barrier that the project was addressing was cultural norms. Women in Malawi are the front liners in agriculture production and strongholds of household level livelihoods support. Despite this, these women have limited access and control over livestock, this is because cultural and gender set up give little, if any, chance to women to own, access and control goats. The next barrier was the lack of access to organised and profitable markets which keep women and youths in perpetual poverty.

Poor goat husbandry practices was another barrier which prevent women from realizing maximum benefits from goat production and keep women in poverty. Poor link with the veterinary specialist keeps the vulnerable groups in the dark on the causes of the diseases and parasites and even their control and treatment. Lastly the project was addressing issues on climate change as goats are heavy grazers and if unchecked can leave the land bare contributing to soil erosion.

Overall objective of the project

The aim of the project was to contribute to increased resilience and poverty reduction among the targeted women and youth farmers in Dowa district. Specifically, the project aimed at increasing real household income levels by 40% among the targeted 300 women and youths. The project had the following desired changes **(i)** Women and Youths have increased ownership of goats by 50%. **(ii)** Women and youth have increased access to profitable markets and **(iii)** Women and youths demonstrate strengthened capacity in Climate-Friendly Goat management practices in the targeted areas in Dowa District.

1.3 Objectives of the End line Evaluation

The objective of the end line evaluation was to collect data (qualitative and quantitative) on income and resilience levels, objective indicators and output indicators of the project which can be measured, compared and analysed against the baseline values collected from the targeted population. The study collected end line data from all the groups that were involved in the implementations of the project and the end line evaluation provides a comparative analysis with the baseline values to deduce if the project has brought up a change in the lives of those it was targeting.

Based on the TOR, the end of project evaluation specifically assessed performance of project outcomes and outputs namely:

- I. How much the project has increased Goat ownership among women and youth.
- II. How the project has increased access to profitable markets
- III. How much the project has strengthened the capacity of the targeted households in carrying out climate friendly goat management practices.
- IV. The extent to which the project has increased real household income levels for the targeted households

1.4 Scope of the End line Evaluation

The scope of the study was Dowa district in the central region of Malawi. The end line evaluation covered four TAs which the project was implementing its interventions namely: TA Nsakambewa, Chiwere, Mkukula and Kayembe.

2. Study Methodology

This chapter summarizes the end line evaluation methodology including evaluation design, methodologies, tools and procedure.

2.1 End line Evaluation Design

A **two staged sampling design** was used for the end line evaluation of the goat value chain project. Realizing the need for independent results, the evaluation adopted the simple random design because of resource constraints in order to conclude on the achievement of the results.

2.2 Study Methods

The end line evaluation collected both quantitative and qualitative data. The quantitative tools will be utilized primarily to estimate the status of the counterfactuals, and the qualitative tools are expected to contribute in explaining the quantitative findings. The chart below illustrates key methods/tools by category.

2.2.1 Quantitative Methods

Method 1: Household survey with targeted population

The participants for the household survey were selected using a two staged sampling process:

- i. Identification of project communities/localities – in the NCA DCA GVC project district; then communities.
- ii. Selection of NCA DCA GVC project beneficiaries within the selected communities;

Table 1. Sample details

Design	Experimental Design
Sample size	145 of the targeted population. The sample size was calculated by considering the population of 200 who received the intervention and confidence interval of 95%. The exact number was 132 which was rounded to cater for non-responsiveness of 10% to 145. However 135 were interviewed.
Zone of Influence	Four Traditional Authorities were considered as zone of influence. From each TA a list of beneficiaries was given but the evaluation team did not already select the individuals from the list of beneficiaries instead selected and interviewed them through the random walks in the communities.
Sampling distribution	Beneficiaries selection according to plan: 4 TAs – 37 individuals from 1 TA and 36 from another 3 each = 145 Beneficiaries interviewed in total=135: 4 TAs – Mkukula=40; Chiwere=34; Kayembe=33 and Nsakambewa=28
Sample frame	The sample frame was prepared before the start of the field work. The sampling distribution was applied, however because of unavailability of the study participants, it did not materialize.
Sampling procedure	The sampling design was cluster based random sampling. The communities were purposively sampled but from within communities, stratified random sampling was applied using transect walk.

2.2.2 Qualitative Methods

Method - 1: Focus Group Discussions

Focus groups discussion (FGD) with YWAGs, CAGs, and community groups and a cooperative –men, women, marginalized and poor of common mandate was used for qualitative data and in-depth information. FGD data enables the research to delve into the meaning of information derived through quantitative tools. FGDs was conducted based on specific checklists supplemented by few participatory tools. FGDs was be conducted with four groups: (i) two YWAGs, (ii) two CAGs, (iii) two Community groups (of marginalized and vulnerable), and (iv) one cooperative totaling to seven FGDs.

Method - 2: Key Informant Interview (KII) with stakeholders at district/ ADC level The indirect target groups and duty bearers at district level and ADC level were administered Key Informant Interviews (KII). The key informants for this end line evaluation include ADC member, CCJP officer, WOLREC officer, Land resource officer, Assistant veterinary officer, Environmental officer at the district. The number of KIIs conducted with stakeholders was six.

Method 3: Key Informant Interview (KII) with SPRODETA Implementing Staff

Key informant interviews were also conducted with the implementing organisation to deduce the OECD/DAC assessment of the project as well as to get a deeper understanding how the project was managed and implemented in relation to the proposal document and objectives.

2.3 Study Procedure

This end line evaluation a set of standard research procedures:

1. *Brainstorming and consultation:* End line evaluation design process took off with rounds of brainstorming and consultation meetings with NCA DCA project team and SPRODETA team which helped to refine further on the research design proposed by the technical evaluation team.
2. *Review of Literature:* Various available literature on end line evaluation design, SPRODETA's project reports, results framework, national and governmental reports on topics on livestock farming, proposal document, baseline report and survey tools and other sources were reviewed for additional information to assist the design process.
3. *Finalization of research method and tools:* Following the literature review, consultation with NCA DCA program staff, the evaluator finalized the design for the end line evaluation. Suitable research methods and tools were identified based on the research design, coverage of the project, and availability of resources.
4. *Orientation Training to enumerators:* Following the finalization of research design and development of methodology/tools, orientation workshop was held for enumerators/researcher. The training content included discussions on end line as a part of monitoring and evaluation system, end line design, study methods, tools, and

strategies for data collection (sampling, ethics, and procedures) and data entry using mobile gadgets.

5. *Data collection for pretesting:* The tools were administered in TA Mkukula, for pre-testing and finalization. The data collection was done using mobile gadgets applying Kobo data collection software and one focus group discussion was also conducted.
6. *Finalization of tools.* Based on the observations from pre-testing and feedback from training sessions, the tools were reviewed, revised and edited and finalized. The finalized tools were then forwarded over to respective research assistants for the field work and data collection.
7. *Administration of tools and data collection.* The tools were administered in the selected TAs for data collection. The whole data collection was supervised by the evaluation team and ironed out any discrepancies found. The SPRODETA officer was also present to guide the directions where the intervention population are. The qualitative data collected by the research team was compiled based on field notes and transcripts, summarized and sent to the evaluator and the quantitative data was submitted to Kobo toolbox.
8. *Data Analysis.* Another team of data transcribers cleaned the data that was exported from kobo and analysed it according to the data variables relevant to the survey. The team analysed the data using SPSS. The qualitative data was coded and analysed using NVIVO and the analysis was separately sent to the evaluator.

2.5 Human Subject Research Ethics

The evaluation ensured strict adherence to human subject research ethics related to confidentiality and informed consent in any form of research it conducts. In this end line evaluation, we ensured sensitivity in its execution of research methods. The data collection was done through informed prior consent by using standard consent form and arrangements have been made to protect study participant's rights. The field research data collection enumerators were oriented thoroughly on adhering to human subject research ethics.

2.6 Limitations of the Study

The end line evaluation was conducted within a short period of time with limited resources. The evaluation design would have opted for a quasi-experimental design that would compare quantitatively and qualitatively both the control group, treatment group as the baseline data was not all sufficient. The evaluation was therefore limited to the intervention (treatment) group, and thereby leading to non-random selection and subject to non-scientific results. The sample size was 135 and we added 10 to allow for non-responsiveness, of which did not materialize because of the unavailability of the evaluation participants.

3. Key Study Findings

This chapter presents key end line evaluation findings starting with demographic and socioeconomic profile followed by objective wise findings.

3.1 Overall Objective

Contribute to increased resilience and poverty reduction among the targeted women and youth farmers in Dowa district by November 2021

3.1.2 Key indicators under overall objective

% of rights holders with reduced poverty and increased resilience levels by November, 2021

Reduced poverty:

The survey calculated the annual household income per targeted individual and the productive assets that they own to calculate the changes in income thereby indicating the changes in poverty in the household.

According to the 135 participants who took the survey, the average household income coming from on farm activities was MK270,242.89, with the lowest having MK15000 and highest MK1606000. From off farm activities, the average income was MK90,092.61, with minimum income of MK0 and maximum MK1,533,000.00. This means that about 75% of the total income is coming from on farm activities and 25% from off farm activities. In comparison with the baseline figures, on farm income has increased from by 42.2% from the MK190 000 and the average household income for off farm activities has increased by 80% from the MK50000 at baseline.

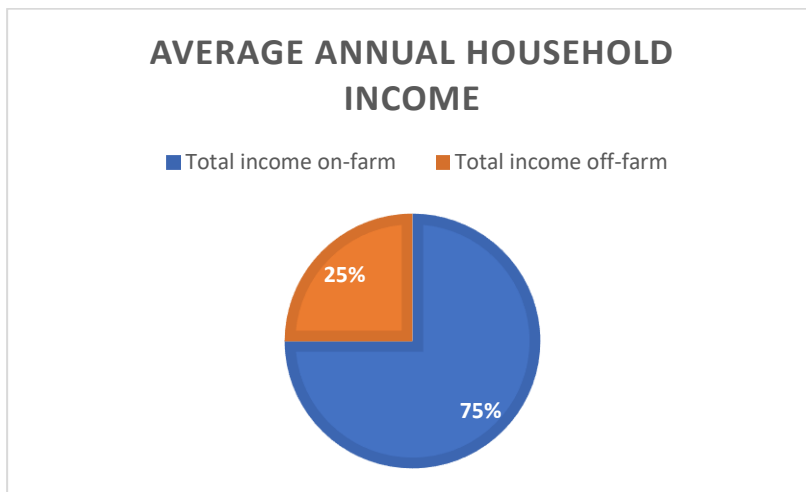


Figure 1: Average annual household income

Analysis on the average income as a result of the intervention of the goat value chain, it shows that for the on-farm activities much of the income emanated from the field and garden crops unlike the livestock being kept. Table 1 below provides all the details on the items contributing to the household income.

Table 1: Changes on average household income

	Average income at baseline (MK)	Average income at end line (MK)	Changes in income (MK)
On farm income			
<i>Field and garden crops</i>	190,000.00	224,168.59	34,168.59
<i>Goat and its products</i>	-	20,609.64	20,609.64
<i>Cattle and its products</i>	-	6,037.40	6,037.40
<i>Chicken/duck/pigeons and its products</i>	-	6,953.56	6,953.56
<i>Casual labour on farm</i>	-	12,803.70	12,803.70
Off farm income	50,000.00	90,092.61	40,092.61

A further analysis shows that 74.1% of the respondents applied manure from goats on their fields while 25.9% did not. The data also shows that the highest yield of 450 bags (22500kgs) was realized from maize field. The least yield was in beans where only 20 bags were harvested. The figure below shows the maximum and average yields in 50kg bags of the different crops where goat manure was applied.

Table 2: Maximum and average yield of crops per 50Kgs

Crops	Maximum yield (50kgs)	Average (50kgs)
Maize	450	29.22
Beans	20	0.81
Soybeans	150	4.78
Other (crops)	400	9.91

This entails that although goat and its products did not directly provide the much household income as expected, it indirectly contributed to household income through the manure that were applied to the field where these crops were grown. Analysis from the data captured also shows that 62.2% of the respondents have increased their annual income from the baseline average income of MK190,000.00 to an average of MK518, 385.00, with MK385, 254 from the on farm activities.

Increased Resilience

In terms of resilience, the evaluation team defined resilience costs as the costs of anticipating a shock or stress plus the costs of stress or shock once it has hit plus the costs of recovering from the shock or stress. 80% of the respondents said that they had experienced a stress or shock during the past two years whilst 20% did not experience any. This is relatively higher than the percentage figures at baseline which indicated that 59% had experienced shocks and stresses while 41% did not experience any. The baseline did not further calculate the resilience costs of the respondents at that time, so it will be difficult to see the change. However, of the 80%, the average resilience costs totaled to MK88, 010.92 as calculated below.

anticipation costs + impact costs + recovery costs = Resilience costs
MK10285.00 + MK54003.70 + MK23722.22 = MK88010.92

The types of shocks that the respondents said they experienced included (from the highest to the lowest): illness, livestock death or disease, death of a person, crop pests, theft, business failure, drought and some insignificant others. A further analysis from the data acquired shows that when faced with the stress, the respondents used the following coping mechanisms: piece work (ganyu); distress sells of livestock, property, house and food stock; borrow money and others. The figure below shows that piece work was the most common coping mechanism followed by borrowing money, then distress sells and finally others.

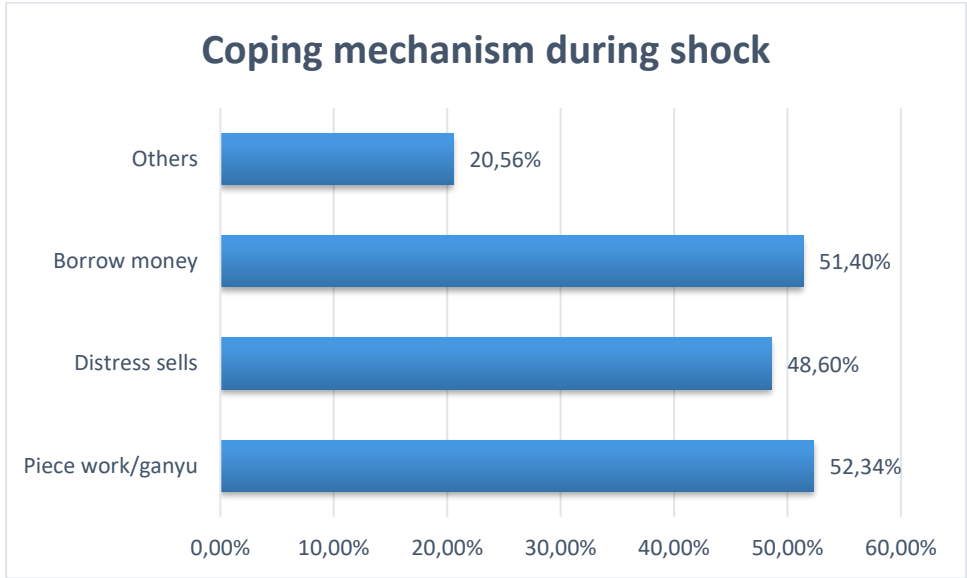


Figure 2: % of respondents' coping mechanism during stress or shock

An interpretation of this would be that most respondents make a decision to go for a piece work, borrow money and also sell part of their productive assets in order to smooth their family's food consumption, medical bills, funeral expenses in the months during a stress or shock. The direct cost of this decision, which is taken as part of their immediate resilience strategy, is the losses that this respondent will face next season, when he lost time for piece work instead daily field work, lost money for paying high interest rates, lost property which they need to replace or livestock which would have provided money or animal products.

However, if the respondents were more resilient, they would have more savings and the anticipation costs would have been higher or half-way of the impact costs. This would also entail that the percentage figures of recovering or coping through the stress would have been lower. This shows that the costs of passing through a stress or shock of the respondents are much higher for our respondents because there is little resilience that has been built and therefore more sacrifices are made during the shock or stress. On another front, the project objective was to distribute goats as part of building resilience to the respondents whenever they face a shock or stress. The idea was that they should be able to sell it as part of recovering from the stress. The data shows that out of the distress sells made, livestock sells amounted to 29%,

which is more than a quarter (thereby significant), thereby contributing to the resilience of the respondents' household.

3.2 Project Purpose/Objective

To increase real household income levels by 40% among the targeted 200 women and youths in Dowa district by November 2021.

3.2.1 Key indicators under project purpose

% increase in income levels from sale of goats

The data from the survey indicate that out of the 135 respondents, 124 said that the main purpose for keeping goats was for income generating activities representing 92%. This is high among other reasons for keeping goats and it is directly contributing to the indicator on increase in income from the sale of goats. According to the project's reports, the highest sales recorded for the goats were MK1, 338, 000, while data from the household survey indicates that a total of MK2, 918, 000.00 was realized from the sale of goats and its products (meat and manure). Compared with the baseline figures, there is an increase in real household income which includes the sale of goats and its products of 22.9%, while an increase in real household income of about 15.9% would be realized if there were no sales of goats and its products. This entails that the change in real household income as a result of the sale of goat and its products is about 7%. However, the contribution of the sale of goats and its products to the change in real household income was about 30.61%. This is still low compared to the targeted percentage of 40, and table 3 below shows the calculation.

Table 3: % change in income from the sale of goats

Total annual hh income at baseline	Total annual hh income at end line including goat and its products	Total annual hh income at end line excluding goat and its products	Change in total annual hh income from baseline to end line	Total income from goat and its products when used for IGA	Total income from goat and its products	% change in income from goat and its products
39,600,000.00	48,689,842.50	45,907,541.10	9,089,842.50	2,918,000.00	2,782,301.40	30.61%
	22.9%	15.9%				

3.3 Project Outputs

3.3.1 Project Output 1:

Women and youth have increased ownership of goats by 50% in Dowa district by 30th November

According to the project document, each right holder participating in the project was to be given 4 goats after constructing a kraal. 190 rights holders were to directly get 4 goats each while 2 communal kraals with 5 right holders were to receive 20 goats to be managed by the group. The communal kraals were thought to act as demonstration for the right holders on proper goat husbandry practices. The project document further explained that the goats will be distributed on a pass on process. This would make sure that many right holders benefit from the project.

Results from the household survey shows that all the 135 respondents received goats except for one who did not receive any goats, despite belonging to one of the groups. As expected from the project documents, 4 goats were distributed to the 200 participants of the project although 4 goats died when they were receiving the goats due to other factors. As of now the project reports show that there are 751 goats among the 200 beneficiaries of the project, whilst the figure below shows that among the 135 respondents sampled, there are a total of 560 goats. Drawing conclusion from the sampled data, and the normal distribution of the goats, the survey can conclude that there are more goats among the beneficiaries than the 751 reported by the project (approximately 829 goats). A further analysis of the multiplication of goats would indicate that, in one and half years, two seasons of goats to breed have elapsed and if the respondents were given three nanny goats, you would expect 6 new goats which would entail 1200 new goats and adding to the 800 goats distributed would equal to 2000 goats. Even though as reported that 49 died, 112 were sold but still a significant figure could have been attained unlike the 829 from the survey. This however shows that over the one and half years of implementation of the GVC project, it has not relatively contributed to the increase of goats ceteris paribus. A further analysis on the ownership of goats between the men and women in the communities reveals that out of the 135 respondents, 82% were women and youth and they own 79.8% of the total goats surveyed. The 18% of the respondents who were older men, where 7 from CAGs, 7 from community and 3 from YWAGs. These figures were not however compared with the total figures in the community to deduce or conclude on the increase in ownership of goats by the women and youth.

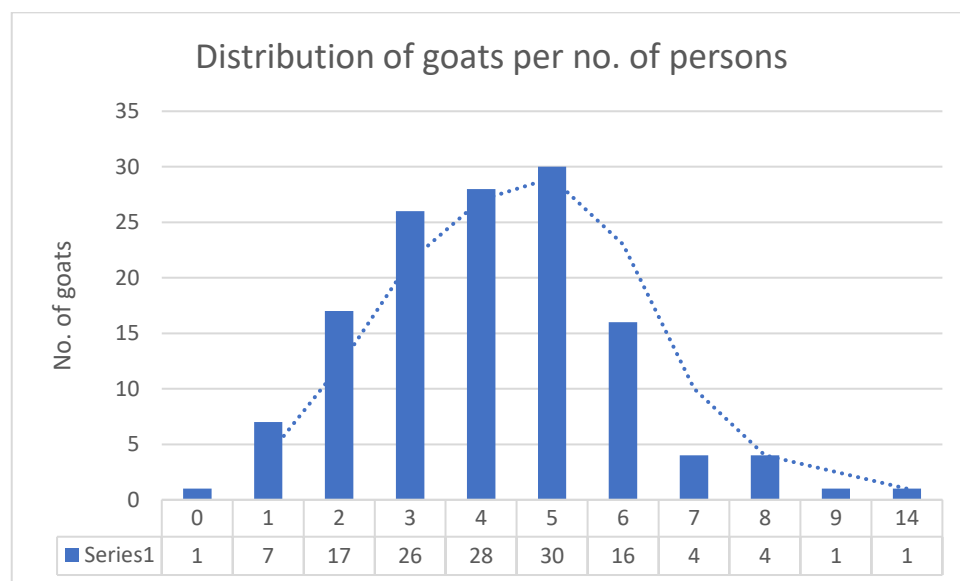


Figure 3: Distribution of goats per respondent

Project committees and goat husbandry practices

The project formed 4 project committees that were supervising the project interventions in the communities. The committees were allocated one per traditional authority, and according to the respondents, the committees would help in solving any issues they were facing with the goats and its husbandry practices. The project committees were also formed in order to ensure that there is sustainability of the interventions once the project exits.

According to the project reports, there were several goat husbandry practices that were practiced by the respondent. The quality of the husbandry practices were enhanced through the trainings that were done by ministry of agriculture, the veterinary office and the land resource office. According to the data collected, and the key informants interviews done, trainings on good goat husbandry practices that were done involved all the beneficiaries of the project and this was possible because coordination during the trainings was easy since the beneficiaries already belonged to CAG and YWAG groups.

As a way of enhancing ownership of the project, there were some maintenance costs that beneficiaries were told cater. These were costs of drugs, feed and labour. The table below summarizes all the costs the respondents faced during the project period on goat farming.

Table 4: SPSS output on the costs associated with goat farming

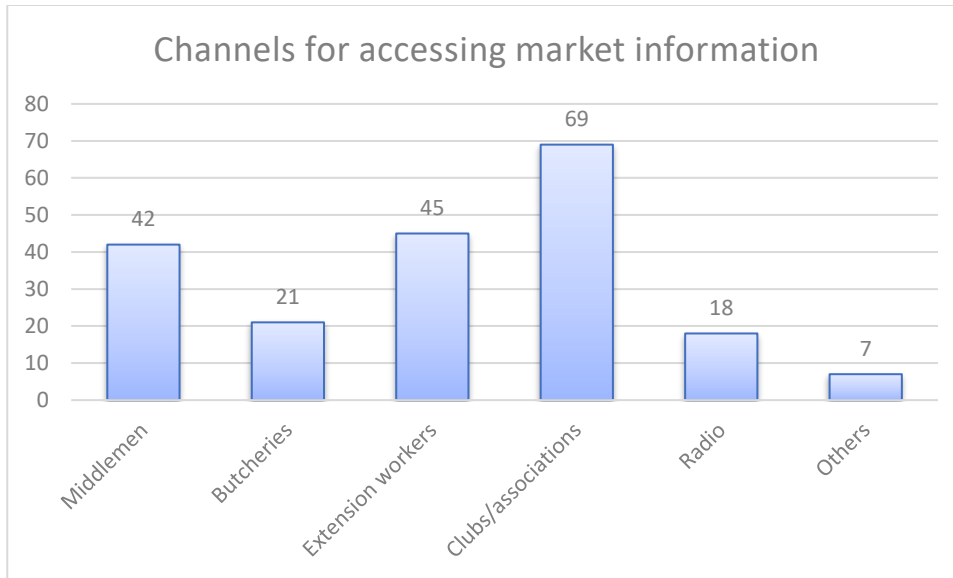
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Total Cost - drugs	135	0	20000	2283.33	2922.832
Total Cost - Feed	135	0	35000	5101.11	7373.724
Total Cost - Labour	134	0	120000	8438.81	17835.893
Total Cost - Transportation	135	0	5000	511.85	1183.661
Total Cost - other	132	0	150000	5840.15	16869.946
Valid N (listwise)	131				

According to the table above, some of the costs seem to be exorbitant for a local farmer and may even surpass the sales one makes on a single goat. Costs on labour and other were mostly alluded to the construction of goat kraals which all the beneficiaries had to endure because it was a condition for them to receive goats. Most of the respondents mentioned that the costs of drugs were once off and they would pay this in their groups, and that was the reason why these costs were relatively lower.

Project output 2: Women and youth have access to profitable markets by 30th November, 2021.

The evaluation team also assessed the availability of profitable markets where the respondents sold their goats. According to the data collected out of the 112 respondents who had ever sold goats, 110 said they had access to markets of which 68% of them mentioned that they sell at their local markets. Some also mentioned that they sell through cooperative and very few said they sell through tender. For them to access markets, they need to have information which most of it is acquired through the cooperatives, followed by extension workers then middlemen. Below is a graph showing the channels of accessing market information.



In the event that the respondents were able to access the market information, it is assumed that they will be able to compare the prices being offered at various markets and be able to decide to sell their goats to the markets which are offering better prices. This was not always the case according to the data captured from the survey. Respondents from Nsakambewa and Chiwere complained that the goats they sold to a buyer from Mponela through the extension worker were priced very low than the prices they expected. They said that the buyer imposed prices on them and they had no say on the prices. This was captured during the household survey as well as the focus group discussions. However, when asked whether they are confident in negotiating for prices and selling at the price they want 77.8% said they are confident enough while 9.6% very confident. This has decreased from the baseline figure where 95% of the respondents were confident in negotiating prices. This would mean that although capacity building activities were done, the respondents have not gained the much needed negotiating skills.



From the 112 goats that were sold, the respondents of the survey realized an income of MK2,918,000.00. This is higher compared to the targeted figure and the reported figure as well from the organization reports. The project reports also indicated a lower figure in the number of goats sold¹.

Output 3: Women and youth demonstrated strengthened capacity in climate friendly goat management practices in Dowa district by 30th November.

The project invested a lot in strengthening the capacity in climate friendly goat management practices on the women and youth they targeted. The project managed to plant 4465 fodder trees on 10.2 acres of land though this was very low compared to the target that was set throughout the implementation period. The project scored 100% on the number of women and youth trained in agroforestry and management of fodder and fruit trees. The table below also indicates that 2 committees from TA Mkukula and Kayembe were established on climate management instead of 4, thereby scoring 50%.

Table 5: Achievement on indicators of output 3²

	Indicator	Baseline	Target	Achievement	Achievement %
3.1	Number of fodder trees planted and the number of acres	0	30 000 fodder trees on 9 acres	4465 fodder trees on 10.2 acres	13.1%
3.2	Number of beneficiaries trained on agroforestry practices	0	200	200	100%
3.3	Number of beneficiaries trained and involved in fruits, tree fodder production and management	0	200	200	100%
3.4	Number of CBEMC formed and trained	0	4	2	50%

3.4 Overall assessment of the project

According to the TORs, the evaluation team also assessed the project using the OECD-DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability.

¹ The project needed a lot of follow up on this. It looks like there is a lot of under reporting on the number of goats the beneficiaries have and have sold to the markets.

² The evaluation report is using the word beneficiaries instead of women and youth on indicator 3 because it was discovered that out of the 200 beneficiaries, it was estimated according to the survey figures that 164 were women and youth. For the achievement in output 3, you will therefore find different figures with the indicator summary table.

Relevance and Project design: The Project interventions were relevant to resilience building and economic empowerment needs of the targeted households. From the analysis made, there was a contribution from the project's interventions in building resilience of the households in times of shock and stress. The presence of the goats and its products ensured that the respondents were economically empowered since they could sell the goats and its products and use the money for other economic gains. Similarly on resilience building, the goats and its products served as a way of cautioning the impact costs of the stress, thereby allowing the households to recover more quickly while reducing the total resilient costs.

The interventions of distributing the goats to the 200 households directly addressed the priority needs of the target population by firstly increasing the goat ownership of the beneficiaries through the goats distributed although sustainability of this is questionable. The project also increased household income through the direct sales of the goats and its products, although this reduces goat ownership and resilience building indicators.

The project was also relevant because it targeted beneficiaries that were members of the YWAGs and CAGs who were involved in another project and the majority were youth women and girls. Beyond these groups, the project considered including the disabled, PLHIV and elderly.

The project should replicate the distribution of the goats and fodder trees to already established groups like the ones it targeted. The use of goats as part of resilience building, economic empowerment and increasing income was a perfect one, although time factor was a constraint.

Effectiveness: The project managed to increase the ownership of goats to women and youth in Dowa district by directly distributing the goats to them, providing the trainings on good goat husbandry practices, and providing fodder trees in a way of making sure the goats survive and multiply. The project also increased the percentage of right holders with increased income by 62.2% and built resilience to the households with the goats because they were able to sell some of them and made some economic gains. The project however failed to reach its targets on increasing household income by 40%. The major factors that influenced the non-achievement of the targets were: short project period and lack of better implementing strategies.

The project period time contributed to the non-achievement of the targets. The project has in operational from July 2020 up to November 2021, and therefore there was little that could be achieved in this period regarding the increase in real household income. The project also wanted to build resilience during the time of its implementation, by using the goats or selling them during the time of shocks. This was somehow contradictory with another result of increasing the ownership of goats, unless the multiplication of the goats were tracked properly. Otherwise, with the data from the household survey, although it seems like there was an overachievement on the ownership of goats among women and youth, it was not for the whole Dowa but for the selected TAs and among the targeted group.

Another major factor that might contributed to the non-achievement of the targets, was the lack of better implementing strategy. According to the project document, it was clear that the GVC project will follow a pass-on approach and that it was to be discussed with the beneficiaries. The key informant interview with the veterinary office also echoed that it is a requirement to have a pass-on approach for any livestock project. But this was changed while implementing because the implementing staff thought it was contradictory to the increase in real household income of the beneficiaries. The fact that the people were not clearly told that this is a pass-on programme was a weakness itself, because in that way, they will not be accountable and will delay the multiplication of the goats. This affected the increase in ownership of goats and indirectly also affected the increase in real household income. The

pass-on approach would have been instilled in the minds of the people even if it was to happen after three or four breeding seasons, to ensure accountability and better results. Since the project was short lived, most of the lessons of the project were not documented and will be documented from this report to influence future projects.

The project effectively mainstreamed issues on gender, nutrition, and HIV/AIDS. The project targeted the marginalised women and youth in the community and did not discriminate the people living with disability and HIV/AIDS. They were all given the same opportunity to own goats.

Efficiency: The project managed to reach out to 200 beneficiaries that in targeted in the four TAs. The project targeted women and youth, elderly and members of CAGs and YWAGs. Indirectly the project reached out to 900 people with its interventions. This means that with the few resources the project managed to reach out to its target directly and more than its target indirectly. However, the project could have reached to many more with the same few resources if the pass-on program materialised. For example, if the goats were given two breeding seasons, a total of 596 nanny goats (minus 4 which died on delivery) would have multiplied to 1192 goats plus the Boer goats would equal to 1392. Out of these 49 died and 112 were sold and this would equal to 1231 goats. If the project was to maintain the 800 goats to the 200 beneficiaries, it means 431 goats would have been passed on to other beneficiaries and would have directly reached out to a 100 more people and indirectly to 450 people, which adds up to 300 directly reached and 1350 indirectly reached.

Impact: The project increased goat ownership to 200 women and youth in Dowa district. From the targeted women and youth, each of them instantly increased the ownership of the goats by 4. From the survey results however, 82% of the women and youth owned 79% of the goats. If we are to go by these figures, we would conclude that the project has increased ownership of goats. But the indicator itself mentioned about ownership of goats in Dowa district, and the baseline data to compare with and the data for the whole Dowa district was not available.

The project also increased household income to the targeted population by 7% and increased the change in income by 30.61%. The target though was at 40% and the project failed to reach this target because of the period and other factors. In terms of increasing access to profitable markets, the project did not do a proper survey of market access, and therefore relied much on one cooperative that was established previously by the project. Since the cooperative had some challenges, it therefore affected the achievement of this result and created other problems on beneficiaries not being satisfied with the outcome of the sales done and being forced to sell at a lower price. The project however scored well on how they used one of the products from goat farming, manure. The manure that was produced by the goats was used in the fields where a total of 49.72 hectares was applied and resulted in high yields. This also contributed to the increase in real household income of the farmers. Some of the unintended impacts that the project brought were disturbances in the unity between the members of the community. Most of the goats that died while implementing the project were stoned or killed by other community members who were jealous of their fellow friends owning goats. This also brought disagreements between groups like YWAGs where some members did not benefit. For the community groups and YWAGs, it was indeed a necessity that the pass-on program be encouraged. The evaluation also observed that there was little empowerment of women participating in the project in inputting in decisions in their households, as one would expect in a project like this. From the data, the survey shows that only 25% of the women said that they can input in all or most of the decisions.

Sustainability: The benefits of the project are likely to be sustainable only to the beneficiaries of the project. The beneficiaries went through several trainings on good goat husbandry practices, trained

on veterinary practices, trained on how to look after the fodder trees and all these were part of sustainability practices. The project also engaged government officials as a way of ensuring sustainability. There is however a likelihood of not sustaining the logistics of the government officers once the project exits. Another front of sustainability was the use of the YWAG and CAG groups, who were already existing and had a long-lasting mandate in themselves, and thereby assuring the continuation of the activities of the project. The establishment of the project committees was also part of sustainability for they provide the much-needed supervision once the project exits.

4 Conclusion & Recommendations

This chapter concludes the report with an overall synopsis of the study findings summarized by objectives and estimated result areas. In addition, the chapter also identifies key priorities for the projects based on the end line study findings, and suggests forward.

4.1 Conclusion

Overall, the project performed well in meeting most of its output targets. This was what the project had control with given the period of the project and resources available. Through the interviews, the beneficiaries were able to demonstrate the benefits that they have yielded from the project. They were also able to lament how the interventions that were done will yield to the impact of the project in long run. The project also was in line with the mandate of the donor of building synergy to other developmental programs being implemented in the same area in order to enhance results. The project also managed to enhance the networking and collaboration between the two partners who were implementing previous projects in the area. In achieving the impacts, the project contributed to the increase in household income and goat ownership of the women and youth in the district in a way of also contributing to the achievements of the other projects' objectives. The project, however, was short termed and needed to modify the approach it was using, especially the pass-on approach. The project also indirectly contributed to disagreements within the groups they engaged and did little in empowering women.

4.2 Recommendations

The evaluation team recommends SPRODETA to brainstorm and discuss further in order to identify way forward. Nevertheless, the following are the recommendations based on the key evaluation findings:

- **Use the goat pass-on approach**

The increase in goat ownership did not materialize to the levels that it would if the pass-on approach were considered during the implementation of the project. The pass-on approach would have also contributed to an increase in household income, ensured sustainability of the project and avoided negative unintended results of disagreements between the groups and the community members. Although the pass-on approach was thought that it would contradict the projects' goal of increasing household income and goat ownership, eventually the project would have been overachieved if the pass-on approach were considered.

- **Use of already established groups from other projects**

The idea of building upon structures already established by other projects was a brilliant idea and should be encouraged for future projects. The mobilization of the people was not difficult and grasping of the objectives was easy. This also contributed to the sustainability of the project interventions and if properly monitored a lot would have been achieved.

- **Use of government departments as a way of ensuring sustainability**

The project also did well in engaging the government departments in the implementation of the project. This ensured sustainability and ownership. However, they needed to be engaged in the initial planning of the project in order to provide some guidance on certain approaches to take.

- **Procurement of goats from nearby places**

It was an issue in all the four TAs that some of the goats that were distributed died instantly because of changes in the environment. The goats that were procured could not adapt to the weather of Dowa district which is a bit colder than where they were procured.

- **Increase the timeframe of the project**

One of the major factors that contributed to the non-achievements of some of the targets was the period of the project. The project was implemented for one and half years of which could not yield tangible results in the said period. It is therefore a recommendation from the results of the evaluation that if another goat value chain is to be implemented, at least a minimum of three years would be ideal in achieving the results.

- **Ambitious targets**

Another challenge that was observed in the course of analyzing the data collected was that the project has set very high targets which could not be achieved in the project period time frame. The evaluation team also observed that some of the indicators were not SMART (i.e., overall objective, project purpose and indicators on output 1) and therefore vague and thus difficult to measure. The team recommends that if another project is to be implemented, there is a need to carefully check the indicators and find out if they are measuring what the project intends to achieve. The team also observed that some of the baseline results were not available, and therefore no reference point for the end line evaluation.

References