



HUMANA PEOPLE TO PEOPLE



SUMMATIVE EVALUATION REPORT

OF THE

**“REDUCING WOMEN’S VULNERABILITY
THROUGH INCOME GENERATING
ACTIVITIES AND ENHANCING
EMPOWERMENT IN MABUTSANE
SUB DISTRICT PROJECT.”**



Empowerment of
Non State Actors
Program



P O Box AD 595 ADD Kgaleview Gaborone
Plot 823, Pabalelo Way, Extension 2
Tel: (+267) 3913650 / Fax: (267)3913687
Website: www.hpp-botswana.org
Email: informhppbots@gmail.com

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Report Produced by:



By: Richard Magweregwe

Year of Publication: 2017

Implemented by: Humana People to People

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LIST OF ACRONYMS

<i>Acronym/Term</i>	<i>Meaning</i>
AIDS	- Acquired Immune Deficiency Syndrome
EU ENSA	- European Union Empowerment of Non State Actors.
FBO	- Faith Based Organization
FGD	- Focus Group Discussion
GBV	- Gender Based Violence
GROW	- Grassroots Growing Our Wealth
HIV	- Human Immune Virus
HPP	- Humana People to People
IGA	- Income Generating Activity
LCI	- Life Change Index
NDP	- National Development Plan
NGO	- Non Governmental Organization
PCI	- Project Concern International
RA	- Result Area
VDC	- Village Development Committee

EXECUTIVE SUMMARY

Summary of Findings

Overall, the project was very successful in delivering the targets in all the result areas with exception of Result Area 4. Furthermore, an assessment of the results articulated in all monitoring and progress reports demonstrates some consistency with evidence on the ground. There was no exaggeration of results or traceable over-reporting. The facts and figures are consistent with evidence obtaining on the ground. Evidence generated from the Consultant’s interaction with the various groups and informants confirms that the project was very successful in positively transforming the livelihoods of the beneficiaries. This was particularly so in terms of facilitating transformation in shifting attitudes and instilling a sense of responsibility by the beneficiaries to take concerted action to better their lives and creating and manipulating opportunities for better livelihoods. The general impression was that the GROW model is the best initiative ever to be experienced by the beneficiary communities in terms of creating opportunities through Income Generating Activities critical to transform their livelihoods. The community gate-keepers of the beneficiary communities, including Village Development Committees and Chiefs generally felt that the GROW model should be core to the Village and District Development Plans and they will lobby the relevant Government authorities to ensure that the model is mainstreamed as a key strategy for rural development and livelihoods enhancement.

Thirty three (33) GROW Groups were established and have a total membership of Three Hundred and Twenty Two (322) people of which Two Hundred and Sixty One (261) are females while Sixty One (61) are males. A number of economic initiatives were established by women in the GROW groups including bakeries, diverse vendor businesses, backyard gardens, catering and small loans facilities. There are a total of thirty four (34) individual IGAs and six (6) GROW Group IGAs in the highlighted categories. Evidence from the evaluation demonstrates that the project increased the socio-economic empowerment of disadvantaged poor women through income generating activities in the sub district and it has significant potential to contribute more. Training was done in areas of basic book keeping, tools ledger book, loan book, minute taking and banking. Leadership Skills and management of IGAs was partially done. A total of 120 GROW Group members received training in book keeping of which thirty (30) were men but this area needs further work. Some work has been done in terms of engaging and networking the groups with other Civil Society Organizations but a lot more work needs to be done in terms of engaging stakeholders at national level and establishing informal networking arrangements among stakeholders. Currently, the GROW Groups are networked to local Civil Society Organizations of a community based nature such as Community Home Based Care Groups, Village Development Committees and Faith Based Organizations operating in the different project villages.

Summary of Recommendations

The GROW Concept is very well received by communities and has significant potential for wider positive socio-economic impacts. There is need to give it more time to be firmly established including providing essential capacity building and handholding of communities to establish robust systems for growth and sustenance. With the evidence of huge potential to transform the livelihoods of the communities already demonstrated by the project and the buy

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ensuring that the GROW model is mainstreamed in Village Development Plans and subsequently into other high level development Plans. Tied to that, HPP and other community gate-keepers in the District may need to start lobbying the relevant government structures for more resources to upscale the GROW initiatives into other areas for wider coverage and beneficiation.

1. BACKGROUND

Humana People to People (Botswana) is a local NGO registered as a Trust under the Laws of Botswana using certificate Number MA 7001/2001. HPP Botswana works in three main areas: (a) HOPE Mabutsane which focuses on HIV and AIDS prevention, care and support; (b) Child Aid Ghanzi which works on creating family welfare in which children can grow up into productive citizens and (c) the Grassroots Growing Our Wealth (GROW) that focuses on income generating activities (IGA) to empower women to enable them fight social ills that dehumanize women such as gender based violence and poverty. HPP Botswana works in 19 districts in the country and by the end of 2015, it had reached out to over 90,000 people with its various programmes.

With support from EU ENSA under project Number ENSA/LG – 2014/1, HPP Botswana has been running an economic empowerment project under the HOPE Mabutsane called **REDUCING WOMEN'S VULNERABILITY THROUGH INCOME GENERATING ACTIVITIES AND ENHANCING EMPOWERMENT IN MABUTSANE SUB DISTRICT**. The Project was implemented from the 30th of June 2015 to the 31st of December 2016 in the following villages; Mabutsane, Morwamosu, Sekoma, Khonkhwa, Itlholoke and Khakhea. The broad aim of the project was to increase the socio-economic empowerment of disadvantaged poor women through income generating activities in the sub district.

Community based empowerment models have existed for many years and are as varied in their goals, approaches and strategies as the countries and people who rely on them. Project Concern International's (PCI) GROW (Grass Roots building Our Wealth) model is one such model. The approach, first developed to support caregivers of orphans and vulnerable children in Ethiopia, has shown remarkable results in reducing the worst effects of poverty and perceived helplessness among women and their children. It is a cost-effective social and economic empowerment intervention that organizes individuals into savings groups and teaches them how to marshal their own social and financial capital - without external inputs or long term support. While GROW primarily targets women, PCI understands that men can and should be equally involved in GROW activities that focus on empowering women. Groups meet regularly to pool their own limited savings and are trained by a Community Facilitator on subjects such as: Introductory savings-led microfinance principles, record keeping and management, identifying and establishing business opportunities, calculating expenses and profits, goal setting and other relevant capacity building topics. Through a rotating leadership approach, members each gain experience facilitating meetings.

HPP wishes to acknowledge and appreciate PCI for training and financing HPP to implement this PCI model since beginning of 2014 and entrusting HPP to scale it up with other funding.

From the PCI – LCI Baseline Survey conducted at the onset of the project, HPP found out that most of the poor disadvantaged women targeted by the project were also victims of gender based violence (Final Baseline Report Mabutsane, January 2016). Hence the project also planned to address gender based violence (GBV) through the IGAs and using the GROW Groups as vehicles for social empowerment.

The project had four main Result Areas outlined below:

Result Area 1- 30 GROW groups are established and economic initiatives are created by 300 women.

- The broad expected outcome under RA1 was that the 300 women would gain organisational and management skills, basic life skills and knowledge of savings and IGA initiatives.

Result Area 2 - 300 Women are trained on leadership skills and management of income-generating initiatives.- The expected outcome from RA 2 was that the GROW group members would be trained in management of economic activities, gain basic financial and leadership skills. And also that through the economic empowerment activities, cases of Gender based violence would addressed as household incomes grow.

Result Area 3 - Supportive environment of the promotion of women’s rights at community level is created.- The expected outcome from RA3 was implementation of actions targeting men and local stakeholders regarding discrimination against women and respect for women rights. The second aspect was that women would acquire tools/skills to slowly build new gender norms, shift the balance of power and challenge abusive attitudes towards them.

Result Area 4: Strengthened positive attitudes of relevant stakeholders at national level in addressing women's issues.- The expected outcome under this was that an informal network of CBO’s and FBO’s on women’s rights is created through volunteering paralegals. Under this RA, HPP worked with a number of civil society and faith based partners.

2. INTRODUCTION

This report documents the findings from the Summative Evaluation of the referred project conducted during the period 9th to the 20th of December 2016 by an External Expert. The project was being implemented by Humana People To People with financial support from the Government of Botswana and the European through the Empowerment of Non State Actors (ENSA) Programme. The broad aim of the project was to increase the socio-economic empowerment of disadvantaged poor women through income generating activities in the sub district. It also aimed at addressing Gender Based Violence (GBV) through the IGAs and using the GROW Groups as vehicles for social empowerment. Four result areas were earmarked and specific indicators were clearly identified in the project management plan and tools. The summative evaluation was therefore exploring and assessing the processes and outcomes to establish the extent to which the project delivered its intended results and whether there are other benefits that were realised from the project that were not previously earmarked.

3. PURPOSE OF THE ASSIGNMENT

The purpose of the assignment was to assess, evaluate and give evidence to characterize achievements made by the project as set in the project document. The evaluation was therefore both a quantitative and qualitative exercise. The evaluation was expected to demonstrate achievements made in terms of targets reached by the project against what was planned including providing a detailed analysis of numbers. Furthermore, the evaluation was supposed to document at least ten (10) case studies in order to provide a comprehensive qualitative description of gains made by the project in terms of the following aspects:

- a) To what level has the project on women empowerment contributed to other overall national goals of poverty reduction in the National Development Plan (NDP) and addressing gender imbalance as given in the National Gender Policy and Strategy?
- b) To what extent has the project intervention action empowered and changed lives of the targeted group, the community in Mabutsane to become aware of their own situations and begin to take action to change their own situation?

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- c) To what extent has the GROW strategy and model transformed the lives and households of the targeted women by in the project?
- d) Characterize and describe the role that FBOs and NGOs played and their successes to support HPP to implement the project in Mabutsane.

4. SCOPE OF WORK

The scope of the assignment was to undertake the summative evaluation of the REDUCING WOMEN'S VULNERABILITY THROUGH INCOME GENERATING ACTIVITIES AND ENHANCING EMPOWERMENT INMABUTSHANE SUB DISTRICT PROJECT. The following tasks were undertaken to reach the overall objectives of the assignment:

- i) Designing the methodology to the execution of the evaluation.
- ii) Developing an analysis framework and work plan to guide the evaluation.
- iii) Reviewing all key and strategic documents to inform the evaluation process.
- iv) Engaging project stakeholders including primary and secondary beneficiaries to gather evidence to inform findings.
- v) Analyzing data using appropriate tools and standards
- vi) Ensuring quality assurance
- vii) Developing the Draft Report
- viii) Finalizing and submitting the Report with clear findings and recommendations meeting the stated objectives.

5. TECHNICAL APPROACH AND METHODOLOGY

The findings presented herein are derived from four core processes constituting the approach to the evaluation, namely, desktop review of documents, Key Informant Interviews, Focus Group Discussions and documenting Case Studies with ten (10) selected members of GROW groups. Appropriate data gathering tools were designed for the diverse mix of informants and administered to generate evidence to inform the findings. Below is a detailed description of the key processes followed constituting the methodology to the execution of this evaluation.

5.1 High Level Project Initiation Meeting with the Client

A High Level Project Initiation Meeting was held on the 7th of December 2016. The purpose was, to introduce Client's team and Consultant, discuss methodology, engagement methods, sampling and instruments for data collection and analysis, logistics for the evaluation, finalization of the assignment plan, amongst other critical issues. The meeting was also a critical part of the assignment as it presented a good platform for the Consultant and the client to clarify all strategic issues relating to the execution of the Evaluation. The initial meeting met the following essential project management objectives:

- It established a working relationship between the Consultant and the Client
- It provided a platform to clarify roles, time frames and expectations of both the Consultant and the Client
- It provided space for synchronization of synergy of thought and approach to the assignment.

The meeting also provided a platform for the Consultant to share his understanding of the assignment and obtain guidance from the Client's team.

5.2 Document Review

The Consultant conducted thorough review of documents which include the Full Project Document, the agreement (s) Progress and Monitoring Reports, Annual Reports, Mid- Term Review Report, the GROW Model and strategic documents of Humana People To People to obtain an in-depth understanding of the latter's philosophy. Document review also covered national strategic documents, namely, NDP 10, National Gender Policy and Strategy as the project had as one of its objectives to contribute to the achievement of the broad goals of these strategic frameworks. Document review also provided the Consultant with solid grounding and picture of the design of the project, implementation process and the outcomes. This process also assisted the Consultant to derive insights on achievements, challenges, opportunities, lessons and good practices. Document review was also deliberately undertaken to examine the gap between the documented progress against the observable evidence and reality on the ground.

Document review was also critical to enable the Consultant to fully appreciate the GROW model and concept which is the bedrock of the project. From the Literature, the Consultant established that GROW savings groups are self-initiated and self-managed. Groups meet weekly and develop a group-support environment for members and they develop a saving scheme. The savings function as a microloan scheme for members for groups of women or individuals to obtain loans to start livelihood activities or to cover extraordinary expenses of their families. GROW groups do not have a hierarchical structure but an informal structure with rotational seats for 2 Club Representatives and 2 Book-writers. Group members agree to all decisions which are taken in the meetings. All members have to express their opinions and contributions to the group. Group members are trained to bring up social, political and economic issues in the meetings. They are trained to carry out analysis of the issues and make action plans to address them, at least one in each meeting. Members are also trained to solve conflicts and are given further capacity building on their rights by paralegals.

Through these activities and learnt skills, GBV is tackled by increasing women negotiation skills and economic independence. Program facilitators support groups on regular basis. During month the second to approximately the sixth month, community facilitator attends all savings group meetings to support the functioning of the group but without taking any responsibility away from the members. From the seventh month to the tenth which stretches into the Stage 3: Development, the Community facilitator will pull out slowly by attending the meetings every second week to prepare the group to manage on their own. From the eleventh month, the Community facilitator will attend savings group meetings when there is a need for it or about every third meeting. From the fifteenth month, the Community facilitator will attend when there is a need for it or once a month.

5.3 Consultation with the Client and the Project Team

The Consultant engaged the management of Humana People to People and the Project management and facilitation staff to obtain their views and feedback on the implementation process and outcomes. This was critical to obtain an insider view and understanding of issues in order to balance the evidence from the different levels of engagement. Caution was taken to ensure that the briefing with the Client and the Project Team was objective and avoided bias.

5.4 Engagement of Beneficiaries and stakeholders.

Engagement of beneficiaries and other stakeholders were facilitated through three complementary approaches, namely, Key Informant Interviews, Focus Group Discussions and Case Studies. Below is a detailed description of each approach;

5.4.1 Key Informant Interviews

Key Informant interviews were conducted with key stakeholders including the Chiefs (Dikgosi), Councilors, Village Development Committee Representatives, Social and Community Development Officers, Tribal Court Clerks, Nurses, the Police, District AIDS Coordinators and church leaders, amongst others. These Informants provided insights on the performance of the project in relation to the key questions constituting the purpose of the assignment. The Consultant was also flexible to accommodate two key informants that were identified through snowballing as they were more strategically positioned to provide a more informed perspective on the sustainability of the GROW Groups beyond facilitation by HPP.

5.4.2 Focus Group Discussions

Focus Groups Discussions were conducted with eighteen (18) GROW groups at Mabutsane, Morwamosu Sekoma, Khonkhwa, Itlholoke and Khakhea. Due to time and logistical constraints, it was impossible to conduct Focus Group Discussions with all the groups. As such, purposive sampling method was applied to identify groups for Focus Group Discussions. Deliberate effort was invested in ensuring a balance and representation of the different Income Generating Activities (IGAs) and thematic areas of focus such as, bakery, sewing, gardening and vendors, amongst others. Given coverage of eighteen out of thirty four groups, the evaluation covered fifty two percent (52%), which is more than adequate for reasonable inferences. The names of the specific groups covered and the participants of the FGDs are attached as annex 3.

5.4.3 Case Studies.

The Consultant documented ten (10) Case studies with selected GROW Group Members to obtain in-depth insider experiences of the different levels of beneficiaries of the project. These insider experiences provided anecdotal evidence to demonstrate the impact of the project on the beneficiaries and the communities in general. As such, they are critical to provide insights to inform the findings and therefore presented in sections even (7) as an integral part of the report. Participants for the case studies were purposively sampled in order to enhance the depth of the case studies and also ensure convenience in reaching and interacting with informants with greatest potential to provide evidence. The Case studies focused on obtaining insider experiences and views on many key aspects of the project including assessing how the project performed in terms of giving people a belonging, giving people control of the economy and economic development, improvement of health, welfare and safety for all household members and changed attitudes in men in general in the communities, amongst others.

Guided by this methodology and related processes, the Consultant analyzed the feedback, observations and experiences of the different levels of informants to obtain an in depth understanding of the performance of the project in relation to the key questions. The following findings provide an overarching picture of the performance of the project and recommendations moving forward.

6. FINDINGS

For ease of clarity, the findings are divided into four sub-sections, namely, general findings, findings on each result area, findings relating to broad aims of the project and sustainability. This categorization of the findings will assist in addressing the key questions to be addressed by the Summative Evaluation.

6.1 General Findings

Overall, the project was very successful in delivering the targets in all the result areas with exception of

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Result Area 4. Furthermore, an assessment of the results articulated in all monitoring and progress reports demonstrates some consistency with evidence on the ground. There was no exaggeration of results or traceable over-reporting. The facts and figures are consistent with evidence obtaining on the ground. However, Result Area 4 on Strengthened positive attitudes of relevant stakeholders at national level in addressing women's issues could not be achieved as planned. The expected outcome under this was that an informal network of CBO's and FBO's on women's rights is created through volunteering paralegals. Under this RA, HPP was to work with a number of civil society and faith based partners. However, it turned that more time was needed for the envisaged network to be established if it should become formal.

The Consultant observes that the failure to deliver the targets earmarked in RA 4 is nothing extraordinary and is characteristic of applied processes typical of many projects. The essence from the onset was not just to accomplish all the planned activities but to ensure that implementation delivers the intended benefits to the target people in a sustainable manner. In view of the 18 months project implementation period, what was achieved is quite significant and whatever is outstanding is practically and functionally on course. With the approved no cost extension, the project may need to focus on building those structures as they may be important for the sustainability of the momentum created by the project.

Evidence generated from the Consultant's interaction with the various groups and informants confirms that the project was very successful in positively transforming the livelihoods of the beneficiaries. This was particularly so in terms of facilitating transformation in shifting attitudes and instilling a sense of responsibility by the beneficiaries to take concerted action to better their lives and creating and manipulating opportunities for better livelihoods. The general impression was that the GROW model is the best initiative ever to be experienced by the beneficiary communities in terms of creating opportunities through Income Generating Activities critical to transform their livelihoods. Furthermore, it had a huge impact in facilitating mindset change among the beneficiary communities as the new opportunities have helped the communities realize that they have a huge role to play in changing their lives instead of just looking up to government and other external agencies. In short, the GROW model gained the communities a new perspective of life modeled around community self-drive for improved livelihoods.

The community gate-keepers of the beneficiary communities, including Village Development Committees and Chiefs generally felt that the GROW model should be core to the Village and District Development Plans and they will lobby the relevant Government authorities to ensure that the model is mainstreamed as a key strategy for rural development and livelihoods enhancement. The model and project in general, created a good platform for community rapport and engagement on many issues that are core to their general well-being and development.

6.2. Specific Findings

6.2.1 Findings on Result Area 1- 30 GROW groups are established and economic initiatives are created by 300 women.

Thirty four (34) GROW groups were established but four (4) are no longer functional due to internal challenges. However, three (3) new groups were established in Itlholoke and they are fully functional. This makes a total of thirty three (33) groups established and fully functional. Of the 33 GROW groups established; they have a total membership of Three Hundred and Twenty Two (322) people of which

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Two Hundred and Sixty One (261) are females while Sixty One (61) are males. A number of economic initiatives were established by women in the GROW groups including bakeries, diverse vendor businesses, backyard gardens, catering and small loans facilities. There are a total of thirty four (34) individual IGAs and six (6) GROW Group IGAs in the highlighted categories. Detailed statistics on the GROW groups, membership as well as IGAs set up are provided in Annex 2. Total savings for the entire Groups amount to Forty eight Thousand Seven Hundred and Eighty two Pula Twenty five Thebe (P48,782.25) and a total of sixty seven (67) loans were issued out by the Groups. Please refer to annex 3 for further details on the Groups in each village.

Overall, the target in this Result Area was met resoundingly. Evidence from the evaluation demonstrates that the project increased the socio-economic empowerment of disadvantaged poor women through income generating activities in the sub district and it has significant potential to contribute more. What has been achieved to date is solid evidence to demonstrate the huge potential of the GROW Groups to surpass what was originally envisaged. Furthermore, with the groundwork already done by HPP and the glaring enthusiasm among existing groups and other community members, there is huge potential for the emergence of many such groups. This is especially because the VDCs and Chiefs in many villages now strongly believe that the GROW Model is the way to go in transforming the livelihoods of their people. The following documented Case Studies one to five present evidence on how the GROW Groups have achieved in terms of transforming the lives of the beneficiaries;

CASE STUDY ONE

From Gaolatlhe Jatlhapi of Maatla GROW Group, Morwamosu Village: GROW Empowered Women from hopelessness to being Hopeful.

My name is Gaolatlhe Jatlhapi, a 25 year old lady. I was introduced to the GROW programme on the 15 of November 2015 by Officers from HPP at the Kgotla. It is at that meeting that I made a decision to join a GROW Group. When I started, I was not serious about this to an extent that sometimes I did not attend meetings and also when I happened to attend, I was not contributing weekly savings.

In March 2016, I met an HPP officer who visited the group and from there I got a grip and became more serious. Through the commitment to attend meetings regularly, I benefitted a lot from advices and trainings facilitated by HPP. I was enticed to the idea of backyard gardens at our homes. I have also benefited from sharing of our social status, particularly, the different challenges we were experiencing in our day to day living. In our Group, we then decided to support those members who did not have shelter by constructing houses for them. Fortunately, I became one of the first beneficiaries.

The construction of the house started in June 2016 where I and my colleagues from the group started gathering mud (boloko) and grass to build a traditional house in my plot. The house has been built and I relocated to my house. Before joining our GROW Group, I was living in my parents' house but now, I have my own house. This has given me dignity and boosted my self-esteem. The GROW programme has also benefitted me in many ways. Initially I had thought life was tough and could not try anything to help myself. I was just stuck at my parents' home but now with my dignity and self-esteem restored, I have been able to look for a job, which I secured with a security company where I currently work. As a result of the GROW programme, I now own a property and appreciate issues of GBV that have been prevalent in my community. We are now empowered to report these cases and we discuss different ways of dealing with GBV and other forms of abuse in our households.

I am very grateful for the programme as it has come at the right time to us as people of Morwamosu Village because we gained some skills needed in the world of today such as governance and leadership

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skills as well as bookkeeping. I developed self-esteem and I am able to handle and resolve issues amicably with partners, society and family than before. I have been able to identify my strengths and weakness due to the support from group members. I am now able to stand up and speak out during community meetings on issues of abuse of women and parenting.

CASE STUDY TWO

From Bomponye Rambe of Fatlhogang GROW Group, Morwamosu Village: GROW Groups empower members to start up small scale businesses to diversify and sustain their livelihoods as well as enhancing social security.

I am Bomponye Rambe of 36 years of age living at Morwamosu. I have three children. I joined Fatlhogang GROW Group on the sixth of January 2016. As a GROW Group member, I learnt a lot of things such as starting up small income generating projects. I got to understand myself better and I am now more assertive in my household and community at large. As I didn’t have a permanent job, I always survived on piece jobs in Ipelegeng programme from time to time. I then decided to use some part of my salary to order stock for my tuck-shop during the Month of February 2016. The stock I ordered included sugar, milk, matches, candles, and five roses etc. The profit from the sales helped me pay my weekly savings and I also saved some part of it.

I was attacked by a natural disaster where the traditional house I was living in was damaged and I had no choice but to take savings from the profit and bought 10 bags of cement for molding bricks. In July 2016 I used those molded bricks to construct a 1 room house where group members also supported me. From the advice I got from the HPP facilitators, I got to realize that having a backyard garden will improve my nutrition and can also benefit through sales and I established one. Currently, I harvest to eat and also sell surplus to the community and generating income to support other needs.

CASE STUDY THREE

From Thato Tlhakore of Tshipidi GROW Group, Khonkhwa Village: GROW Groups uplift people from Poverty.

My name is Thato Tlhakore. I am a young man aged 24 years. Currently I am working as a National Service Volunteer at Tribal offices at Khonkhwa village. I am also a member of Tshipidi GROW group comprising 7 members (only Out of School Youth). The group has a common goal of being self-empowered. Since its inception in November 2015, the group has been attending weekly meetings regularly and our subscriptions have been kept up to date.

The group has saved a total amount of P1800.00 which is kept in our savings account at Barclays bank. In order to generate more funds, we have a group Income Generating Project where we sell sweets and fruits. The group has also decided to support one another through introducing the concept of home improvement using locally available materials. We have constructed two houses for two group members and we are going to do this project on rotational basis till all group members benefited.

I happened to be the first member to benefit from the group home improvement initiative where the group built me a house in my compound and I have moved into the house. I am happy because I own a house (property) and am now respected by people in my society. On the other hand, the group contributes on monthly basis to buy cutlery and chairs which are shared equally. We also help each other on social occasions and Funerals through contributing an agreed amount. I personally appreciate the concept of GROW because it has brought me closer to the people and empowered me both economically and socially and has enhanced my dignity.

CASE STUDY FOUR

From Ms. Olebilemang Basupi Seikise Moriting GROW Group, Khonkhwa Village: GROW groups creating employment for young people.

My Name is Olebilemang Basupi a young lady born in Khonkhwa Village in 1986. I am a member of Seikise Moriting group. Our group comprises 10 people. We started smoothly but also experienced some serious challenges which nearly collapsed the group. I realized that as a group some of us didn’t understand the concept as we thought our money will be given to HPP staff. We therefore resolved to invite a Humana representative to orientate us on GROW programme which helped in bringing us to common understanding and we started to work towards building our group. We also encountered a problem when the member we had entrusted with the responsibility of handling our money decided to squander P600. We have however recovered the money.

Three other group members left the group and there are only seven (7) of us remaining. I personally see GROW as a good model because it unites the people to work as a team, supporting one another and we together share and support one another. After the group was rebuilt, we came up with strategies on how we can improve the lives of each group member and we built a house for members and contributed as a group and bought chairs (35 chairs) which were shared equally among all the members. Currently, we are planning to build another house for the other group member.

The GROW programme has transformed our lives from being people who loved gossip and Idleness to being innovative and productive people. Our contributions on monthly basis have helped us a lot in buying ourselves food and improving our homesteads. I personally invite and encourage non- GROW members to join the groups as the benefits are too many and GROW Groups are important for restoration of human dignity and addressing poverty.

CASE STUDY FIVE

From Ipeleng Inajame of Itireleng GROW group, Khakhea village: GROW Groups facilitating economic self-reliance among women and enhancing social security.

My name is Ipeleng Inajame. I am a woman aged 74 years and I have one Son. I am a single mother. Early this year (2016) I heard of the GROW programme for the first time and from the introduction of the concept, I developed much interest to join with the realization that it can change the lives of us Vulnerable mothers for the better. Together with some mobilized women, we decided to come together and form a group and named it Itireleng.

I used to be a street Vendor selling sweets and chips and due to lack of business support skills, it collapsed. Luckily, in one of our group meetings when we were discussing social issues, we were encouraged to start up something as individuals that could help us earn money. I was very much encouraged and I revived my business with money from old age pension. Thereafter, I bought stock and I started selling. From the profit made, I managed to pay my weekly savings and social funds. I have been having a personal savings account where I save my money and part of the profit from sales. I am very much proud of the work done by HPP because this GROW initiative has helped me a lot to realize that I have the potential to improve my living standards. I am no longer a beggar. I have intentions to continue with the programme in order to improve my life and other peoples’ lives. The programme has made me interact with other people and share my problems with them in order to be assisted.

6.2.2 Result Area 2 - 300 Women are trained on leadership skills and management of income-generating initiatives.

The training was done in areas of basic book keeping, tools ledger book, loan book, minute taking, banking, MIS money tracking and attendance of members to support GROW Groups. Leadership Skills and management of IGAs was partially done. A total of 120 GROW Group members received book keeping training of which thirty (30) were men. The target of 300 was not reached because of budgetary constraints and therefore each phase of the training was accommodating a maximum of five (5) participants from existing groups. Overall, this Result Area needs further work and strengthening. Further training in these areas is required as there is evidence that the GROW group members are still struggling in those aspects. Additional to the training is the need for handholding until such a time when the Groups have matured and established strong systems and resilient mechanisms to sustain their initiatives.

However, despite the gap in training and capacity building in general, the project has achieved a lot that was earmarked in this Result Area; for example, there are new dimensions of social ties and enhanced solidarity among the communities. Issues of Gender Based Violence are being addressed because the groups have strengthened social cohesion and people are more ready to open up and share their problems and assisting each other in the spirit of “Botho”. There is abundant anecdotal evidence demonstrating that through the GROW groups, the beneficiary communities are now widely discussing and assisting each other on pertinent issues such as alcoholism, parenting, HIV testing, Treatment adherence, capturing HIV defaulters and other social ills. Resources and other factors permitting, the no cost extension could be utilized to facilitate further work to strengthen this area. The Case Study number six below assist in demonstrating evidence on some of the achievements in this RA;

CASE STUDY SIX

From Mr. Olapile Lethole of Botlhakga GROW Group, Khakhea: GROW Groups provide source of support to fight social ills such as GBV

My name is Mr. Olapile Lethole. I am 49 years old and I was born here in Khakhea village. I am not working and I survive on piece jobs. In 2015, I met Ms Mokgethapula, an HPP community Facilitator who introduced the GROW programme to us. From the discussions I had with her, I realised that though the programme is not an easy go, it has some positive benefits provided the people, who are part of the groups are determined and upholding the spirit of self-reliance amongst themselves. I then met with 9 ladies who were also recruiting other members to join them. I joined and became part of them. We are ten in the group. We named our group Botlhakga and organized ourselves and invited HPP staff who organized an orientation to train us on group book-keeping and more on the concept of the programme.

Botlhakga group agreed to meet once on weekly basis and as time went on, we faced challenges where other people were not attending all the meetings. As a group, we decided to meet with them to understand their problems so that we would assist them overcome them. After meeting with them, we came to understand that mostly there are at the fields (Masimo) so we agreed to have a meeting once in a month in order to cater for all to be in the meeting. We also decided to shift from weekly savings to monthly savings which is very affordable and accommodates all members. In our group we have quite a number of activities carried out during our meetings such as discussions on the importance of savings, how to make a budget, human rights, health issues, more especially on the importance of testing and treatment adherence and also gender based violence. I have also learnt how to treat everyone equally, particularly women.

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I personally want to point out that I have been enlightened as I now know more about gender based violence and I am able to facilitate discussions with other men in my society and share the knowledge I have gained. On the other hand, we have been encouraged during our meetings that all the loans taken from the group savings should be put to good use such as paying school fees and buying food for children, amongst others. I am used to taking loans to buy food for my family and return it as agreed with interest. I want to conclude by saying that I am still going to continue with my fellow group members and build our group to gain more strength. We will together as a family supports each other to achieve more.

6.2.3 Result Area 3 - Supportive environment of the promotion of women's rights at community level is created.

In this result area, the project achieved a lot in terms of building social spaces and platforms for community engagement on promotion of women's rights. These platforms and spaces are the scheduled meetings of the GROW Groups and other community interactions that provide space for sharing experiences and peer review by members. The evaluation found that the created community platforms approaches are not "revolutionary" but gradual, in the spirit of self-appraisal through engagement, which provides space for creating and nurturing systems that are self-correcting and sustainable. Furthermore, the evaluation found that in the GROW groups; there is significant dialogue and engagement on matters relating to discrimination against women and respect for women's rights. Anecdotal evidence from the evaluation shows that while dialogue on this aspect is ongoing, it is a slow and evolutionary process that needs to be given more time to address some of the concerns and change the attitudes. However, the women engaged during the evaluation generally felt comfortable with the achievements so far.

Evidence from engagement with the women involved in the project through the specified methodology also demonstrates that the women are excited with this initiative and they believe that GROW Group meetings and interactions have provided a supportive environment and space for promotion of women's rights at community level through focused dialogue and engagement. However, the Consultant also established that while excited, the women are also cautious not to destroy certain established social systems that their well-being is dependent and therefore the need to balance the quest for the supportive environment and other critical needs. This cautious approach therefore seems to delay the achievement of this result area but it is necessary and they are on course. Further engagement and nurturing of already established processes may, in the medium and long term, effectively create this supportive environment in a sustainable manner. The Case Studies seven to nine below provides evidence to amplify this observation;

CASE STUDY SEVEN

From Bagolotse Tlhakore of Boipatlo GROW Group, Sekoma Village: GROW Groups empower women to be assertive and take leadership roles.

My name is Bagolotse Tlhakore, a middle aged lady of 38 years. I was born and brought up in Khonkhwa village 5 km from Sekoma village. I am a single mother with 3 children. I joined and became a member of Boipatlo GROW Group on the 3rd of August 2015. At inception, the Group had 10 members but currently it has 7 members.

When the Programme was introduced at the kgotla by HPP staff in 2015, I didn't develop any interest but after observing three groups that had been established and holding meetings every week and

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discussing crucial matters of life, sharing and supporting each other socially, economically through weekly savings, I developed interest. In October 2015, when HPP people addressed a kgotla meeting of scaling up the Programme, some people that I had worked with at Ipelegeng approached me to join them to form a group of 10 members. I joined the team and by then we were 7 and finally we mobilized three more and a group of 10 was set up. We invited HPP facilitators who came and orientated us on bookkeeping for GROW group, issues of opening savings account and the development of a group constitution, amongst others.

The group chose me as the secretary and my role was to take minutes during meetings and we had rotational leaderships where one would chair the meeting once and pass to another. Since I was reserved, it took me time to really adjust to the level of other group members who at times became very sour because I summarized the minutes and sometimes took minutes on different books and there was difficulty in keeping track of group proceedings.

Through discussions in meetings, some members realized that I had stress and I was not able to share with other colleagues. Since the HPP facilitators attend meetings with us, it was agreed that the facilitator visits me at home on interpersonal basis to discuss more and get me assisted. She came and I told her how the group members abused me emotionally through their small talks. She counseled me and from there, I also got support from my fellow group members who also counseled me and promised to stand by me.

From these discussions I learnt that whenever I had a problem with any one, I should openly talk about it and resolve the matter amicably and on the other hand, my group members also kept on visiting me at home and there was peace in me and I enjoyed my fellow group members.

I have been reappointed the group secretary, which at one point I dropped and with that, I noticed that my group has trust in me. Currently, and I am at the centre of all the group activities ever since I came to understand that my group had trust in me and they really want to build me. I personally do realize the support we get from GROW groups as it has encouraged us come together and share ideas. It has made me own property too through rotational buying and sharing which is done for group members and I am now able to speak out my feelings and be respected in the community.

I am able to save money despite that I am not formally employed. As a group, we do have separate contributions from weekly savings called social funds. These funds are meant to help group members whenever one has a funeral or some functions at his home. With all this, I feel that my dignity has been restored. Since I do not have a male partner, I am able to take care of the whole family (my children) and one would not realize that there is no man in my house. The group provides loans that are paid back at an interest rate of 20% but each time I secure a loan, I never struggle to pay it back.

I want to conclude by saying GROW groups are a solution to our societal ills as they bring people close to each other, make them realize individual problems and empower every member economically, socially and politically. This to me, I want to say, is a solution to prevailing gender based violence which us women are victims as it has destroyed dependency of women on their male partners and we enjoy peace in our homes.

CASE STUDY EIGHT

From Ms Keadiretse Melaetsa Moselewapula GROW group, Khakhea village: GROW Group create Family where members feel welcome and safe

My name is Keadiretse Melaetsa, a lady of 53 years of age, born at Khakhea village. I survive on small piece jobs and Ipelegeng programme. I learnt about GROW in 2015 when HPP Field Officer Ms Kerileng Mokgethapula introduced the programme indicating that it was designed for vulnerable women as well as men to empower them socially and economically.

From that introduction, I developed interest in joining as a member and I also supported her by identifying my colleagues who also had interest in joining the group. We were 10 members in our group and we held weekly meetings where we met to discuss our social lives including personal issues such as health and how to improve our living standards as well as making weekly contributions. During the initial stages of the Group, we encountered many challenges that almost made it collapse. The challenges included issues around inconsistent meeting attendance and late coming and we together took a stand to address these challenges by encouraging and advising one another about the importance of loyalty and firmness of purpose and today we are solid.

In total, the group is contributing P30.00 per month and we have since realized that we are not making enough money hence we decided to find other means of generating group income. We have therefore considered the following IGAs including selling fruits and sweets among others and also loaning group members some money at an interest of 20%. With these strategies, we have started making significant money and have opened a bank account. I am so proud of this development because since I was born, I had never opened a bank account or visited a bank but through the GROW Group I now visit the bank often.

I am proud to share that the GROW group is my family because there we counsel one another, support / help one another and this has created a platform where I share my social life and openly discuss with colleagues. From the knowledge acquired during group sessions, we have now started investing as a group and we have also established some vegetable gardens where we generate enough for our family consumption and selling for income. In conclusion, I would like to say the GROW programme has changed our lives as members of Moselewapula group and we are now able to pay school fees for our children and buy our own food stuffs from the savings.

CASE STUDY NINE

From Mpogisang Magare of Itireleng GROW Group, Khakhea Village: GROW Groups assist men to appreciate the value and rights of women.

My name is Mpogisang Magare. I am a married lady of seventy four (74) years of age from Khakhea village. I heard about GROW concept this year 2016 from a community facilitator. Since then, I developed interest to be part of this group as I realized that I will benefit from it social, politically and economically.

Since I had a lot of problems, I told myself that I needed to relieve myself from many contemporary social ills. I then decided to take a radical step and join a group that was formed in Molongwa Ward, (Itireleng group). Group members who started the group all welcomed me and I felt at home in this group. All went well and everyone saved and contributed to our established fund.

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Before joining Itireleng GROW group, I was selling sweets and the business collapsed due to lack of support. I then shared with the group what I used to do and they promised to help me whenever I had problems. I secured a loan which I used to buy stock including sweets, chips and airtime. Out of the profit made from the sales, I was able to pay for my weekly savings in the group and order some more stock.

The GROW programme developed my self-esteem and I am able to handle my affairs more easily. I used to be very shy to share my problems and issues with my group members but I have learnt that for me to be assisted, I have to open up and share my challenges. I love GROW because it has enhanced my dignity and that of other ladies. Our families and partners now respect us because of the programme. My husband appreciates the programme as it has boosted our household economically. My wish is to continue with this group and I have a dream to open a tuck-shop where I will be selling different items. Many thanks to the programme implementers who have been patiently encouraging us to join these groups in order to do something to uplift our lives.

6.2.4 Result Area 4: Strengthened positive attitudes of relevant stakeholders at national level in addressing women's issues.

Some work has been done in this area in terms of engaging and networking with other Civil Society Organizations but a lot more work needs to be done in terms of engaging stakeholders at national level and establishing formal networking arrangements among stakeholders. Currently, the GROW Groups are networked to local Civil Society Organizations of a community based nature such as Community Home Based Care Groups, Village Development Committees and Faith Based Organizations operating in the different project villages. There are no CSOs of national or regional mandates that are operating in the project area hence the networking efforts were more focusing on Community Based CSOs. The evaluation found that these local CSOs assist the Groups in terms of providing meeting spaces and lobbying for the GROW model to be adopted by community members and local community gate-keepers. These efforts may appear insignificant but local buy in is critical to facilitate the buy in by national stakeholders.

The evaluation also found that what is critical is that the project has generated evidence of huge potential that can be used as basis and evidence for engagement of national level stakeholders in addressing women's issues. It is appropriate that the project and its facilitators focused efforts on building evidence. Furthermore, the beneficiaries of the project have themselves been empowered to voice out the need for engagement to facilitate change of attitudes. It is critical to note that national level stakeholders as represented by the technocrats operating at the local level now have very positive attitudes towards addressing women's issues as a result of the advocacy work by the project. All the public officials engaged during the evaluation confirmed their enhanced support for women's issues including Gender Based Violence, economic empowerment, social wellbeing in general and Health and Wellness. Within the implementation period, the evaluation found that what was achieved in this area is quite satisfactory and perhaps, the no cost extension period could be utilized to facilitate some groundwork for the establishment of the networks and other strategic linkages.

6.6 Other findings relating to the broad Aims of the Project

The project has strengthened social accountability at family and community level through the groups taking care of disadvantaged community members and strengthening family parenting systems. Some Groups have constructed and donated houses to homeless members of the community. The Case

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Studies presented above have confirmed this finding. A total of five houses have been constructed and occupied by beneficiaries as follows; two (2) in Khonkhwa, one (1) in Morwamosu and two (2) at Khakhea. This is quite in line and very complementary to current government initiatives on providing shelter to the less privileged, particularly the Presidential Housing Appeal championed by His Excellency, The Honorable, Lieutenant General, Dr Seretse Khama Ian Khama throughout the country. The project has also cultivated the spirit of self-reliance among women and community members in general. Evidence from the Community Development Office demonstrated that since the inception of the GROW initiatives, the statistics of people registered as destitutes have gone down. While this issue might trigger controversy and questions of attribution, the evaluation still maintains that it is a valid assertion because it was not claimed by Facilitators of the project but the Community Development Office. If the broader development stakeholders perceive the project as having that impact, there is no basis to dispute that observation, particularly where there is no other parallel or complementary initiative to which such changes/patterns maybe attributed.

The project has also significantly assisted People Living with HIV and AIDS to live positively through outreach from GROW group members providing psycho-social support and promoting treatment adherence. This aspect has contributed a lot to the quality of life for PLWHIV as the viral loads and CD4 counts have significantly gone down. This finding was shared by informants from all the health facilities visited.

The documented Case Studies have endeavored to provide personal experiences of the beneficiaries of the project on its impacts on their lives. The Case Studies have been presented as stories. The stories have been presented in this report as recorded during the conversations without tempering with the meaning, substance and or sense. The presentation in first person singular was deliberate to ensure originality and avoiding distortions. The Evaluation used convenience sampling in view of the time constraints. It was not possible to document case studies in each village but effort was made to ensure wider and diverse coverage in order to obtain insights from the different groups and avoid bias.

7. SUSTAINABILITY

The evaluation found that the GROW Groups have huge potential for sustainability particularly considering the achievements made in the eighteen (18) months implementation of the project. Firstly, there is a lot of enthusiasm around the concept and practice by the beneficiaries and other community leadership structures as indicated. Women have internalized the GROW Concept as core to their living systems and livelihoods. They are self-mobilized since the groups are voluntary. The working rapport established among group members is reliable basis for the groups to be self-sustaining.

Furthermore, HPP is not abandoning the communities but will continue to handhold them until such a time when the groups are fully established with effective systems for sustainability. Supporting the groups beyond the funding period is core to HPP strategy to ensure effectiveness of its interventions and it was adequately considered during the design of the project. The GROW Groups will also be sustainable on the basis of the direct benefits that the groups members are enjoying through IGAs as demonstrated in the case studies documented. The beneficiaries now appreciate the GROW groups as core to their livelihood strategies. This reality is critical especially where the beneficiaries do not have many alternatives.

The GROW groups have also established informal networks around topical issues affecting the communities. The networks have provided a very critical platform for addressing issues affecting the

communities, for example, GBV, women’s rights, HIV treatment adherence, provision of homes to the homeless, amongst others. The evaluation found that focus on real issues affecting the communities will be very critical for sustaining the GROW groups. The renewed attitudes and self-drive perspective has huge potential to be bedrock of the sustainability of this initiative.

8. CONCLUSION

A reflection into the ten case studies documented amplifies the observations and findings shared in section six of this report. More specifically, the case studies demonstrate that the project has significantly contributed in giving the target people an enhanced sense of belonging, control of the economy and economic development, improved health, welfare and safety for all household members, changed attitudes in men in general in the communities and GBV. Most importantly, it facilitated transformation and change of attitudes by the beneficiaries to take action to better their lives and creating and manipulating opportunities for better livelihoods. Overall, the project has gained the beneficiary communities a new perspective of life positioning them to claim their space in taking control and driving all key aspects of their livelihoods rather than depending on external agencies.

9. RECOMMENDATIONS

Based on the Evaluation findings shared above and other insights emerging from the Consultant’s interaction with the informants, the following set of recommendations have been identified as critical for the project and future interventions of a similar model.

9.1 The GROW Concept is very well received by communities and has significant potential for wider positive socio-economic impacts. There is need to give it more time to be firmly established including providing essential capacity building and handholding of communities to establish robust systems for growth and sustenance.

9.2 While the GROW concept is a community self-drive initiative, it will do well with a small grants facility to jump start community initiated income generating activities. This will be very essential for groups to be quickly active and not lose momentum before they start anything to motivate them.

9.3. With the evidence of huge potential to transform the livelihoods of the communities already demonstrated by the project and the buy in from the communities, HPP may need to invest focus on ensuring that the GROW model is mainstreamed in Village Development Plans and subsequently into other high level development Plans. Tied to that, HPP and other community gate-keepers in the District may need to continue lobbying the relevant government structures for more resources to upscale the GROW initiatives into other areas for wider coverage and beneficitation.

9.4 HPP may need to invest effort in ensuring that all outstanding activities and processes are addressed during the no cost extension period. This can go a long way in filling all existing gaps with potential to enhance the effectiveness of the project.

ANNEX 1: TERMS OF REFERENCE



HUMANA PEOPLE TO PEOPLE

Terms of Reference

Evaluation of Women's Savings Groups in Mabutsane Sub District

Background

Humana People to People (Botswana) is a local NGO registered as a Trust under the Laws of Botswana using certificate Number MA 7001/2001. HPP Botswana works in three main areas: (a) HOPE Mabutsane which focuses on HIV and AIDS prevention, care and support; (b) Child Aid Ghanzi which works on creating family welfare in which children can grow up into productive citizens and (c) the Grassroots growing our wealth (GROW) that focuses on income generating activities (IGA) to empower women to enable them fight social ills that dehumanize women such as gender based violence and poverty. HPP Botswana works in 19 districts in the country and by the end of 2015, it had reached out to over 90,000 people with its various programmes. HPP is winding up funding for its HOPE Humana Mabutsane GROW project and would like to engage the services of an independent consultant or a team of consultants to carry out a summative evaluation of the project. The terms of references to carry out the scoping study are given below.

The Mabutsane Women Empowerment Project

With support from EU ENSA under project Number *ENSA/LG – 2014/1*, HPP Botswana has been running an economic empowerment project under the HOPE Mabutsane called "Reducing women's vulnerability through income generating activities and enhancing empowerment in Mabutsane Sub district." The broad aim of the project was to increase the socio-economic empowerment of disadvantaged poor women through income generating activities in the sub district. From a baseline conducted at the onset of the project, HPP found out that most of the poor disadvantaged women targeted by the project were also victims of gender based violence. Hence the project also planned to address gender based violence (GBV) through the IGAs and using the GROW Groups as vehicles for social empowerment.

The Expected Results of the Project

The project had four main Result Areas as given below:

Result Area 1- 30 GROW groups are established and economic initiatives are created by 300 women.-

The broad expected outcome under RA1 was that the 300 women would gain organisational and management skills, basic life skills and knowledge of savings and IGA initiatives.

Result Area 2 - 300 Women are trained on leadership skills and management of income-generating initiatives.

-The expected outcome from RA 2 was that the GROW group members would be trained in management of economic activities, gain basic financial and leadership skills. And also that through the economic empowerment activities, cases of Gender based violence would addressed as household incomes grow.

Result Area 3 - Supportive environment of the promotion of women’s rights at community level is created.

-The expected outcome from RA3 was implementation of actions targeting men and local stakeholders regarding discrimination against women and respect for women rights. The second aspect was that women would acquire tools/skills to slowly build new gender norms, shift the balance of power and challenge abusive attitudes towards them.

Result Area 4: Strengthened positive attitudes of relevant stakeholders at national level in addressing women's issues.

-The expected outcome under this was that an informal network of CBO’s and FBO’s on women’s rights is created through volunteering paralegals. Under this RA, HPP worked with a number of civil society and faith based partners.

Evaluation Objective

The broad objective of evaluation is to assess, evaluate and give evidence to characterize achievements made on the project as set in the project document. The evaluation is therefore expected to be both a quantitative and qualitative exercise. The report is expected to provide outputs in terms of targets reached by the project against what was planned. The report is expected to provide, a detailed analysis of numbers, targets reached by the project. With at least two (2) cases studies, it is expected that the evaluation report would provide a comprehensive qualitative description of gains made by the project in terms of the following aspects:

- a) To what level has the project on women empowerment contributed to other overall national goals of poverty reduction in the National Development Plan (NDP) and addressing gender imbalance as given in the National Gender Policy and Strategy?
- b) To what extent has the project intervention action empowered and changed lives of the targeted group, the community in Mabutsane to become aware of their own situations and begin to take action to change their own situation?
- c) To what extent has the GROW strategy and model transformed the lives and households of the targeted women by in the project?
- d) Characterize and describe the role that FBOs and NGOs played and their successes to support HPP to implement the project in Mabutsane.

Deliverables and deliverables

With support from the HPP head and district offices, the consultant will be expected to plan and undertake quality, timely and effective evaluation that fully addresses the project document objectives. The consultant is also expected to undertake document/literature review, design tools for consultations with key stakeholders in Mabutsane. He/she will also facilitate an in house HPP evaluation validation meeting where the draft evaluation report will be presented before producing the final report. The specific deliverables are:-

- a) An Inception Report- outlining understanding of the research objectives, work plan, methodology, data collection tools, target groups (details of potential participants).
- b) Draft evaluation Report -outlining evaluation findings supported by evidence and case studies
- c) Final evaluation Report- incorporating comments and observation from the validation meeting on workshop.

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Qualification of the consultants

- a. Have a strong background of project management including project evaluation, monitoring and evaluation
- b. A good and strong background in both gender analysis and economic empowerment initiatives or micro-savings or micro-loan schemes;
- c. He/she must have considerable experience in developmental issues affecting Botswana as well as good conceptual understanding of the country's developmental policy framework.
- d. Must possess demonstrable and extensive expertise in participatory quantitative and qualitative research methodologies
- e. At least an advanced degree and not less than 7 years experience work experience most of it in the NGO sector.
- f. Strong written, oral communication, organisation, presentation and analytical skills
- g. Experience with working with governments, non-governmental organisations, the private sector and donors

Mode of Application

Potential consultants are encouraged to send their Expression of Interest (EOI) detailing technical, financial proposals, references for previous similar work done and a copy such work of similar work as well as timeframe in which the exercise could be completed. The EoI must also proposal tools and approach that would be used to conduct the evaluation. Send the EoI titled ***"Consultancy Services to provide summative evaluation of Women's Savings Groups in Mabutsane Sub District"*** to adh@humana.org no later than close of business day on 18th, November 2016.

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ANNEX 2: LIST OF INFORMANTS

NAME	SEX	MOBILE NUMBER
Sedibeng GROW Group- Khonkhwa		
Dinah Batshomi	F	73227122
GakeinaelweMokgothu	F	73941146
Lazarus P Batshomi	M	74904194
Keineetse Mokoma	F	73924397
Olebile Mothusi	F	73328402
Komolelo J Ramotsababa	F	73883566
Goememang S Mphang	F	73339121
KedidimetseMpipang	F	73860496
MalebogoKootswetse	F	75472612
GadifelePhologolo	F	73176267
Moselewapula GROW Group- Khakhea		
Kebairetse Melaetse	F	72530428
Kunase Motsemme	F	
Kesentse Lethole	F	
Sekabo Lethole	F	
Kemoneelwe Moleele	F	
Thusoyaone Kgoble	F	75302722
Kesemetse Nkemisang	F	72927716
Osweleng Lethole	F	
Nanaki Moleelo	F	
Sophie Mekwo	F	
Tsogang GROW Group- Khakhea		
Basenyang Batsheng	F	74939657
Cecillia Mopipi	F	74908743
Dilidilo Mokamate	F	73126549
Keitumetsi Malaule	F	
Oabona B Manthies	F	73654939
Keboipeetse Tshireletso	F	
Iponeng Mokamate	F	75548966
Motlalepula Setsiri	F	74945696
Ketshegwang Mantirisi	F	74912996
Mabogo Dinku GROW Group – Khonkhwa		
Tumisang Badire	F	734647049
Elizabeth Osenoleng	F	
Golejwang Sebopha	F	
Kgonegile Sebopha	F	
SheillaTegedi	F	

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Batlwaetse Setlalo	F	
Kemoitshwaretse Swalo	F	
Baoneetse Setlalo	F	
Keikabile Motlanalo	F	
Kgatlopelo GROW Group- Itholoke		
Tshimologo Legoko	F	73399257
Dinlekanye Setlalo	F	
Kebiditsemang Bantowa	F	
Gobabamang Mahupu	F	
Onthlametse Mosesane	F	
Kelotshabile Legoko	F	
Ontshohile Hoje	F	
Keitiretse Setlalo	F	
Yvonne Mahupu	F	
Tebagano Bantowa	F	
Bokamoso GROW Group – Itholoke		
Shangie Legoko	F	73170200
Kebonyemang Mosesane	F	73114874
Kebonyemang Moshombe	F	73790425
Cecillia Tegedi	F	73790456
Gakeitumele Moshombe	F	73438493
Gababue Patsame	F	73405776
Kealatile Moshombe	F	73941782
Phomolo Theeoli	F	73453340
Kebogile Moshombe	F	73051275
Tshegofatso Legoko	F	73469048
Sekoma Village		
<i>VDC Chairperson</i> Gadifele Seditso	F	
<i>Secretary</i> Segatso Mokgobi	F	
<i>Ass Secretary</i> Onkokame Senkamitso	F	
<i>Treasurer</i> Neo Mokoma	F	
<i>Member</i> Segofalang Mochanang	F	
<i>Member</i> Lempuetse Baitiredi	F	
Moselawapula GROW Group – Khakhea		
Ms Kakaba Motlogelwa	F	
Gosenyamang Mochanang	F	
Chika Moalafi	F	

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Mosetsana Kebuang	F	
Kemoneilwe Melaetsa	F	
Keaganela Kebuang	F	
Bothakga GROW Group – Khakhea		
Kelamoletse Saseng	F	
Mositlo Mokgathlweng	M	
Kakabalo Hiya	F	
Sempoetse Ntati	F	
Banneile Mothusi	F	
Kebolatile Lasakane	F	
Montshonyana Kanne	F	
Kethusiwaemang Kebuang	F	
Popagano GROW Group-Mabutsane		
Kutlwalelo Mosenki	F	73595783
Mary Nthlaile	F	
Kegahegile Phoganyane	F	73077661
Motswedi GROW Group- Khonkhwa		
Lesego Mothlalawapitse	M	73227155
Pono Ross Thlakore	M	73337866
Nyatsego Thlakore	M	73609572
Mothlofo Thlakore	M	76895528
Jacob Methlono	M	73726611
Tebogo Simane	M	71876695
Ontlametse Moeng	F	73737275
Thebe Kgaodi	M	73078119
Boipatlo GROW Group – Khonkhwa		
Boitswako Rantsho	F	
Kgopogo Moadisaotsile	M	73857119
Lucricia G Legothla	F	
Bagolotse Thlakore	F	75085989
Ofeletswe Thlakore	F	73775162
Keiketse Motseonayo	F	71656764
Grace Tefiso	F	73847570
Moabalosu Kebuang	M	

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VILLAGE LEADERSHIP

Name	sex	Village	Phone
Kgosi Joseph Mantries	M	Khakhea	73135825
Kgosi Mosesane	M	Itlholoke	
Kgosi Kebuang	M	Khonkhwa	
VDC – Nelson Motsholopi	M	Khakhea	
Nurse – Magret Kagiso	F	Khakhea	5889
Nurse – Amogelang Philip	F	Sekoma	5889209
S&CD – Sheillah Kefitilwe	F	Sekoma	5889364
Kgosi – Gaogakwe	M	Morwamosu	
Assistant District AIDS Coordinator – Mr Dintlwe	m	Mabutsane	5889260
Constable - Bohitile	M	Khonkhwa Police	73062781
Moruti - Ntlhaile	M	Mabutsane	
VDC committee			
Name	sex	Village	
Ass.VDC chair – Gadifele Seditso	F	Sekoma	
Secretary- Segaetsho Mokgobi	F	Sekoma	
Ass. Secretary-Onkokame Serobamotho	F	Sekoma	
Lempuetse Baitiredi	F	Sekoma	76848338
Segofalang Mochanang	F	Sekoma	
Neo Mokoma	F	Sekoma	72464721

CASE STUDIES

CASE STUDY	NAME	GROUP	SEX	VILLAGE
1	Gaolatlhe Jathlapi	Maatla	F	Morwamosu
2	Bomponye Ramabe	Fatlhogang	F	Morwamosu
3	Kebadiretsi Melaetsa	Moselewapula	F	Khakhea
4	Olebilemang Basupi	Seikise Moriting	F	Khonkwa
5	Bagolotse Thlakore	Boipathlo	F	Khonkhwa
6	Olapile Lethole	Khakhea	F	Khakhea
7	Thato Tlhakore	Tshipidi	M	Khonkwa
8	Boipatlo GROW group	Boipatlo		Khonkwa
9	Mpogisang Magare	Itireng	F	Khakhea
10	IpelengInajame	Itireleng	F	Khakhea

ANNEX 4: KEY INFORMANT INTERVIEW GUIDE

1. Please share your knowledge and experiences with the Project?
2. Have you played any specific role in the project? Please elaborate.
3. How have the people of Mabutsane been generating their livelihoods before the project?
4. How has the project intervention empowered and changed lives of the communities in Mabutsane to become aware of their own situations and begin to take action to change their own situation?
5. What actions are they taking to change their situations?
6. To what extent has the GROW strategy and model transformed the lives and households of the targeted women in the project?
7. What benefits have they realized out of it?
8. What is your opinion regarding the design and implementation of the project?
9. What is your opinion of the GROW strategy in terms of transforming the lives of communities and women in particular?
10. What lessons have you learnt that can improve the design and implementation of the GROW strategy for better development outcomes?

ANNEX 5: FOCUS GROUP DISCUSSION GUIDE

1. What are your experiences with your GROW Group?
2. How have the GROW Groups empowered you?
3. What are you doing differently as a result of your participation in the GROW Groups?
4. What is the current status of Gender Based Violence in Mabutsane communities?
5. What is the current status of men and other stakeholders in relation to respect for women's rights? Please elaborate.
6. To what extent are women in Mabutsane challenging abusive attitudes towards them?
7. Has there been any network established to advocate for women's rights in Mabutsane
8. What actions are they taking to change their situations?
9. To what extent has the GROW strategy and model transformed the lives and households of the targeted women groups in the project?
10. What benefits have they realized out of it?

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ANNEX 6: CASE STUDY GUIDE

1. Please share your experiences with the Project, especially your GROW Group?
2. How have you been generating your livelihood before the project?
3. How has your GROW Groups empowered you?
4. What are you doing differently as a result of your participation in the GROW Groups?
5. What benefits have you realized out of it?
6. May you share your deep experiences regarding any of the following project outcomes;
 - giving people a belonging,
 - giving people control of the economy and economic development,
 - improvement of health,
 - welfare and safety for all household members and changed attitudes in men in general in the communities.
 - OR any other aspect that you feel is key to share with stakeholders.
7. What are your recommendations