

MiDA Tanzania Pilot Programme Proposal

Project Title: Intergrated Community health, ecological management, access to markets for livestock & livestock products and agro products in three districts of Simanjiro, Mbulu and Karatu in Arusha and Manyara regions.

Project Legal Holder: MiDA Tanzania Advisory Board
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Project total cost: 195,850,000/=Tsh

Requested from Donor: 185,850,000,000/=Tsh

Local contribution: 10,000,000/= Ths

Project Duration: One year

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Executive Summary

MiDA Tanzania is a development organization newly registered under the ministry of home affairs and given the registration number 14542. The organization is mandated to operate countrywide, to start with MiDA Tanzania has opened its office in Manyara region in Mbulu district. The national office will be opened in Arusha when the time is due. MiDA Tanzania has 7 outstanding board members who are drawn from the various professional walks of life. The board members include the politicians, academicians and practitioners from different backgrounds such as medical doctors and community development officers. The organization has advisory, training and research team which advises on the well researched interventions. The organization has implemented one project so far which was funded from the members' kind contributions.

MiDA Tanzania as the name stipulates, stands for Mass Initiative Development Association. The development approach which the organization adopts values the Strength of the people and it builds on the initiatives of the people. This being the situation MiDA Tanzania banks on appreciating what is achieved by the people and dream for better future, plan for the success and sustaining the little achievement that is attained. This approach is called Appreciative Inquiry/ strength Based Development Approach. This approach supplants the conventional approaches such as PRA/PLA and O and OD as the emphasis of the conventional approaches is mainly on identifying the problems and setting the solutions for the problem. Starting from the problem is what is de-energizing the beneficiaries when life is seen as a problem to be solved not opportunity to be embraced through Appreciative Inquiry Approach needs assessment is seen as discovering process of the great potentials around the people and their environment. Instead of being needs they are new ventures and opportunities to be used in their interventions.

This project is going to be implemented in Manyara and Arusha regions in the districts of Simanjiro, Mbulu and Karatu and the project field offices will be based in Mbulu. The project will involve two villages in each district. The project will employ at least five staff and will form a district team of three district council staff and two village animators in each village. The project will be implemented through project committees which are contact farmers, entrepreneurs, village health extension workers, artisans and ecological committees. Through these committees the approach is spread to the communities. MiDA Tanzania assures community accountability throughout the programme implementation and the transparent system in the implementation of the programme. The pilot plan will accommodate all the lessons that are learnt and will re-use them in the future for the purpose of sustainability.

1.0 Background information:

MiDA Tanzania is non-governmental organization, which is newly registered under the ministry of home affairs on 30th of October 2006 and given the registration number 14542. That is where the organization got the mandate to operate countrywide. To start with MiDA Tanzania has started its operations in Manyara and Arusha regions. The main goal of the organization is to improve the livelihoods of the rural communities, address environment and ecological rehabilitation of natural resources, improved community economy (household economy), health, water, sanitation, education, culture and sports. MiDA Tanzania as an organization is relatively new but it has great potentials in the implementation of its programs and project. The organization believes in the highly researched interventions, transparent system and procedures where the community accountability is seen as the key factor for development before any intervention. MiDA Tanzania values professionalism and reward for good work, in regard of the above situation the organization has the advisory board of which her members are drawn amongst the competent authorities in the country.

MiDA Tanzania board members are of mixed backgrounds from the politicians, academicians and some are professionals from different professional walks of life. Being a newly registered organization there are challenges of starting interventions without well grounded research but MiDA Tanzania takes this as temporary challenges which need to be sorted out with the endeavors of the members and board members. Below is the list of board members of MiDA Tanzania

- Hon. Philip Marmo Minister of State Prime Ministers Office (Policy)
- Hon. Martha Umbula Member of Parliament Special Seats (Women)
- Dr. Martha Qorro lecturer at the University of Dar es Salaam
- Dr. Sidney. Ndeki Medical Doctor under the Ministry Health and Social Welfare
- Dr. Mark Bura Common Wealth Health Secretariat
- Dr. Kunei Ole Nguyaine medical Doctor currently the District Executive Director (DED) for Mara region
- Theresia Genda formally worked for Swiss Aid and now a freelance consultant

The appointment of the board members considered great potential of the personnel and their specialities in the thematic areas of MiDA Tanzania.

MiDA Tanzania considers district councils are the core partners in the implementations of organizational activities. This is due to the fact that MiDA Tanzania plans are fitted with the operational plans of the respective districts hence MiDA Tanzania plays a complimentary role in the development of the respective districts. Other areas of partnership with the districts councils are the expertise which is highly underutilized in the districts due to inadequate resources for the implementation of the projects and programmes at different levels. MiDA Tanzania as the partners in development will make use of district officials in implementation of the project/programmes so as to cut down the cost of hiring more staff for the projects but again to create adequate assignments for the districts officials to make use of their knowledge and expertise effectively.

MiDA Tanzania is gender conscious organization the fact that is also reflected in the board members appointments, the organization is non tribal, non religious, non partisan, non segregative in anyway. The organization is equal opportunity employer and believes in professional conduct. The management of resources are according to the policies of the organization, guidelines and the most important is realization of the value for what the organization is set for. The beneficiaries are meant to take lead of the interventions

MiDA Tanzania has so far implemented one project which was purely funded by the members and that was construction of the community based pre-school in Mbulu district in Manyara region. The project was funded by members and was implemented and handed over to the communities to run the school. The organization believes when the local resources are combined with the funding of the projects/programmes and all these are handled in a transparent and with sense of responsibility from the implementing partner and community members then sustainability and continuity of the activities is assured.

1.1 MiDA Tanzania Vision

Improvement of livelihoods through facilitation of Community Development processes

1.2 MiDA Tanzania Mission

MiDA Tanzania struggles at attaining sustainable development among the rural communities through support of mass initiatives.

1.3 MiDA Tanzania Strength Based Development Approach (Appreciative Inquiry)

MiDA Tanzania believes in the initiatives of the people so as to be able to achieve sustainable development for the rural communities. In most cases the communities in the rural settings are considered to have inadequate knowledge of their own environment hence they are not inspired enough to participate in the development of their own programs/projects. MiDA Tanzania using Strength Based Development Approach (Appreciative Inquiry) will inspire the communities so that they are encouraged to fully participate in their own development. Strength Based Development Approach is a recent approach where by the communities are not asked of their problems/deficiencies but rather of what they have to achieve what is lacking. Strength Based Development Approach is making the strength of the community as the starting point of the interventions rather than needs assessments approach. The asking of positive questions during the study is what brings confidence to the communities to discover more around and within their own environment. The role of the project team in Appreciative Inquiry is to make the communities discover more of their own environment and the potential within their villages and communities. MiDA Tanzania believes in the strength of the people and would like to exploit their potentials to bring their own development. This approach is supplementing the approaches like Participatory Rural Appraisal (PRA), Opportunities and Obstacles for Development (O and OD), Participatory Learning and Action. It is the combination of all these approaches that perfects the interventions.

By identifying the problems of the communities and prioritizing them the organizations are only amplifying the problems, even half of identified problems can not be addressed by the interventions in most cases. MiDA Tanzania believes in Strength of the people whether they are in hardship some achievements are attained and these achievements are the good starting points in development. “ In any system something works that is to say in any community however poor it may be something good is happening” that is the starting point for MiDA Tanzania interventions.

Trying to collectively search for what is working in the community and how it can be strengthened, consolidated and magnified in the villages and districts. MiDA Tanzania has its areas of competitive advantage if these areas are well addressed they will improve the livelihoods of the rural communities. No organization is able to do everything without narrowing it down to the specific areas of interventions which for this case include the following:-

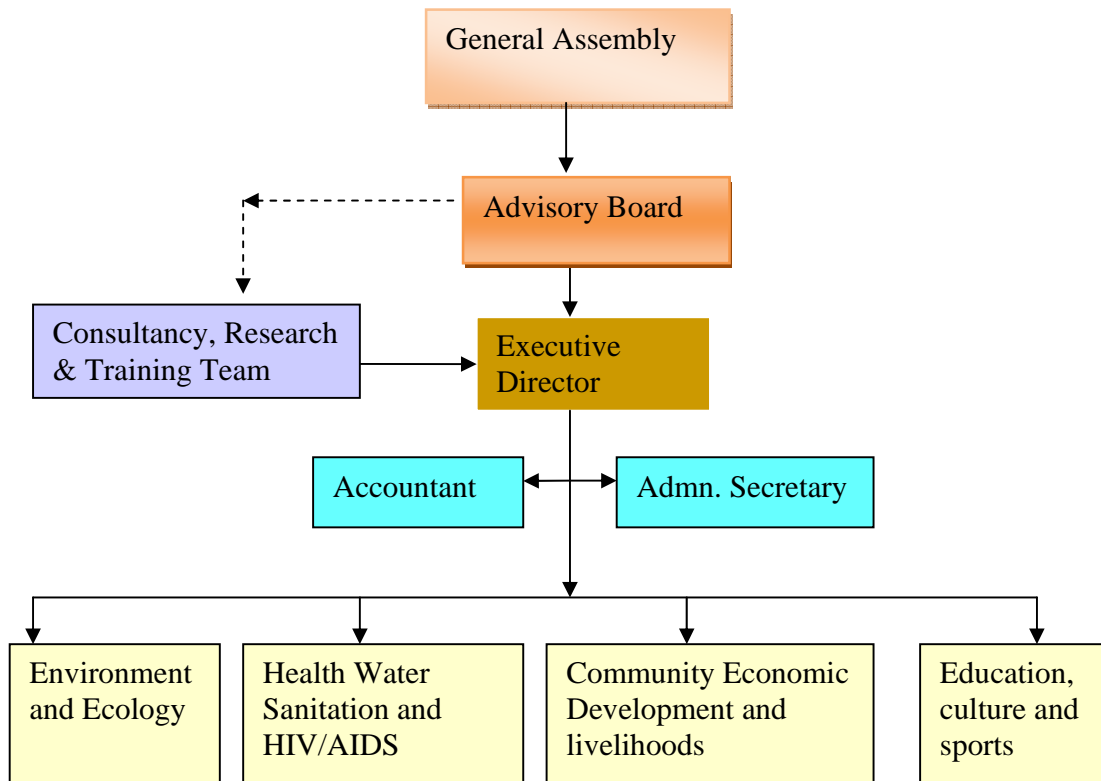
- Environment and Ecology
- Health, water and HIV/AIDS
- Community Economic Development and Livelihoods Security
- Education culture and sports.

MiDA Tanzania structure below shows the relationship of different position in the organization. MiDA Tanzania is guided by the policy that is developed on finance, human resources and procurement to start with. The organizations highest authority is General assembly which is the highest decisions making body. This is due to the fact that MiDA Tanzania is a membership based organization where by members are involved in the decisions which are undertaken regarding the organization.

The organizational structure includes advisory board which consists of seven outstanding members who guide the organization in its strategic direction. The organization has consultancy, training and research team which advises the rest of programs on the well researched interventions. The day to day activities are done by Executive Director in collaboration with the Administrative Secretary and Accountant. Programs coordinators manage the activities/projects and programs under their thematic areas.

MiDA Tanzania has office in Manyara region-Mbulu district where its operation has started. The national office is being established in Arusha when the project and programme have grown big enough to demand for such expansion. The main function of the national office is to coordinate the branch offices. The organization operates in a transparent, effective and efficient mechanism through its policies and good organizational code of conduct. In the near future MiDA Tanzania strives to open more branches in Simanjiro district to address the same issues within the thematic area. The need for expansion will only come with time and with the experience from the implementation of the first funded programme. At the moment the office in Mbulu district in Manyara region will remain as the only physical address for MiDA Tanzania unless stated otherwise by the organization when the time is due.

MiDA Tanzania Organogram



2.0 Statement of the Problem

The communities in Manyara and Arusha regions in the districts of Simanjiro, Karatu and Mbulu districts are encountered mainly by poor livelihoods security which is caused by poor access to markets for their livestock, livestock products and agro products, which in turn brought about these circumstances such as community poor economic base, lack of capital for youth and women, loss of financial resources and energy, lack of market information and all these made the poor even poorer. These circumstances have resulted to high level of environmental degradation searching for more land to cultivate, poor farm produce and pasture land, reduction of water levels, poor rural shelter, poor nutritional status for children and pregnant mothers and higher levels of communicable diseases among the communities in the rural setting. In a nutshell the list below summarizes the nature of the problems encountered and the problem tree is giving the illustrated relationship.

The main challenges earmarked in these communities include:

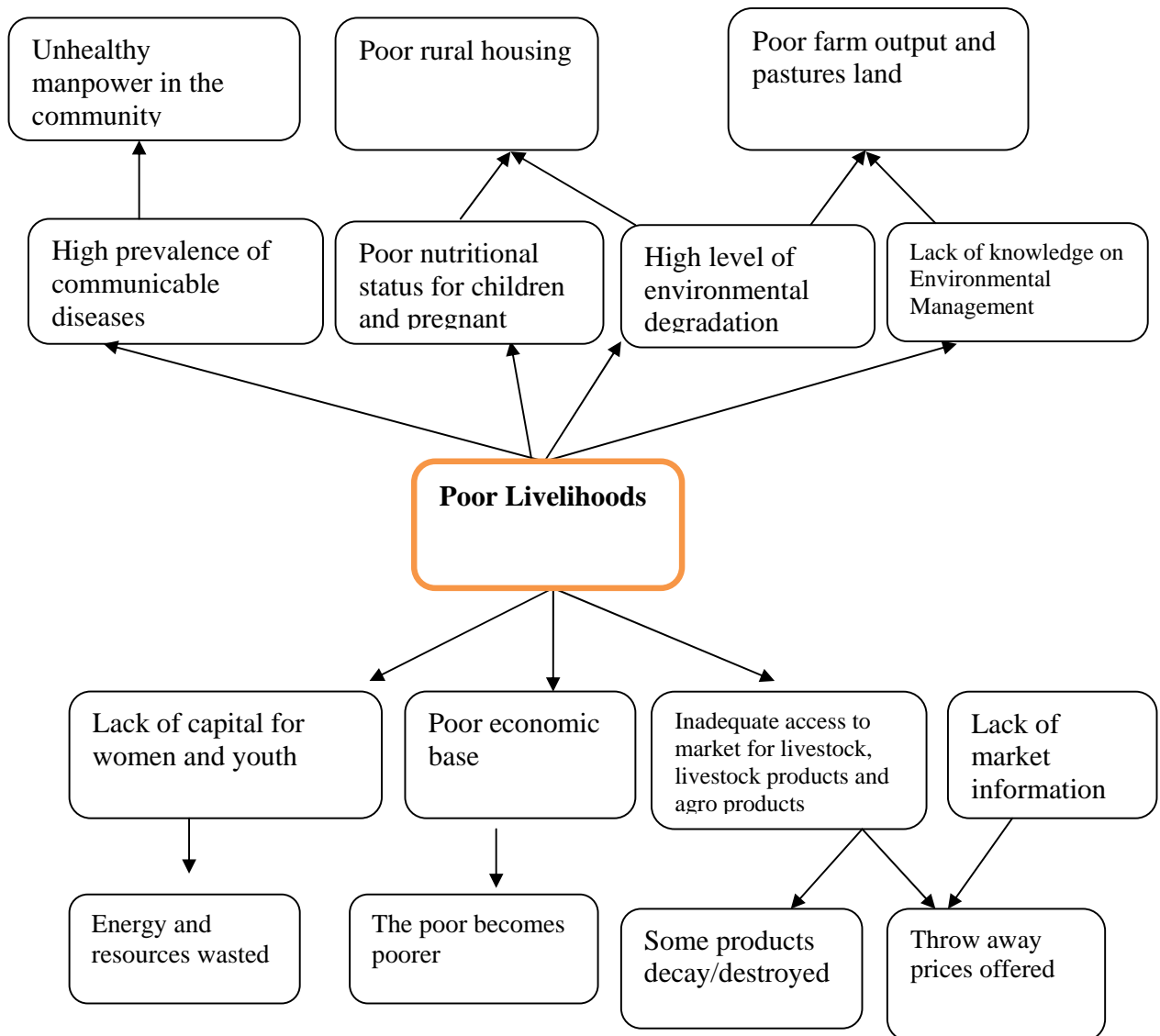
- Poor nutrition status for children and pregnant women
- Poor water supply and sanitation at the household level
- Poor housing, which leads to communicable airborne diseases such as TB
- Lack of knowledge on the causes, spread and prevention of diseases
- Lack of capital especially for the youth and women
- Inadequate markets for the livestock, livestock products and agro-products
- Lack of market information
- Environmental degradation which leads to poor farm output and pasture land.
- Lack on knowledge of environmental management and the impact of environmental degradation

MiDA Tanzania would like to address these earmarked circumstances in partnership with the communities, districts councils, the donor partners given the strength Based Development Approach a reasonable step will be realized in relation to this situation which is encountered by the communities. The objective tree will give the picture of how to group these challenges in the reasonable manner where they can be dealt with systematically and having in mind the potentials of the community in using discovery by inquiry/asking what works in the villages and where do they want to be which is through dream, envisioning, design the strategies having the available resources at hand and envisaged and sustaining whatever minimum achievement the communities are able to attain, that is a clear roadmap for MiDA Tanzania to address these challenges earmarked in the problem tree below.

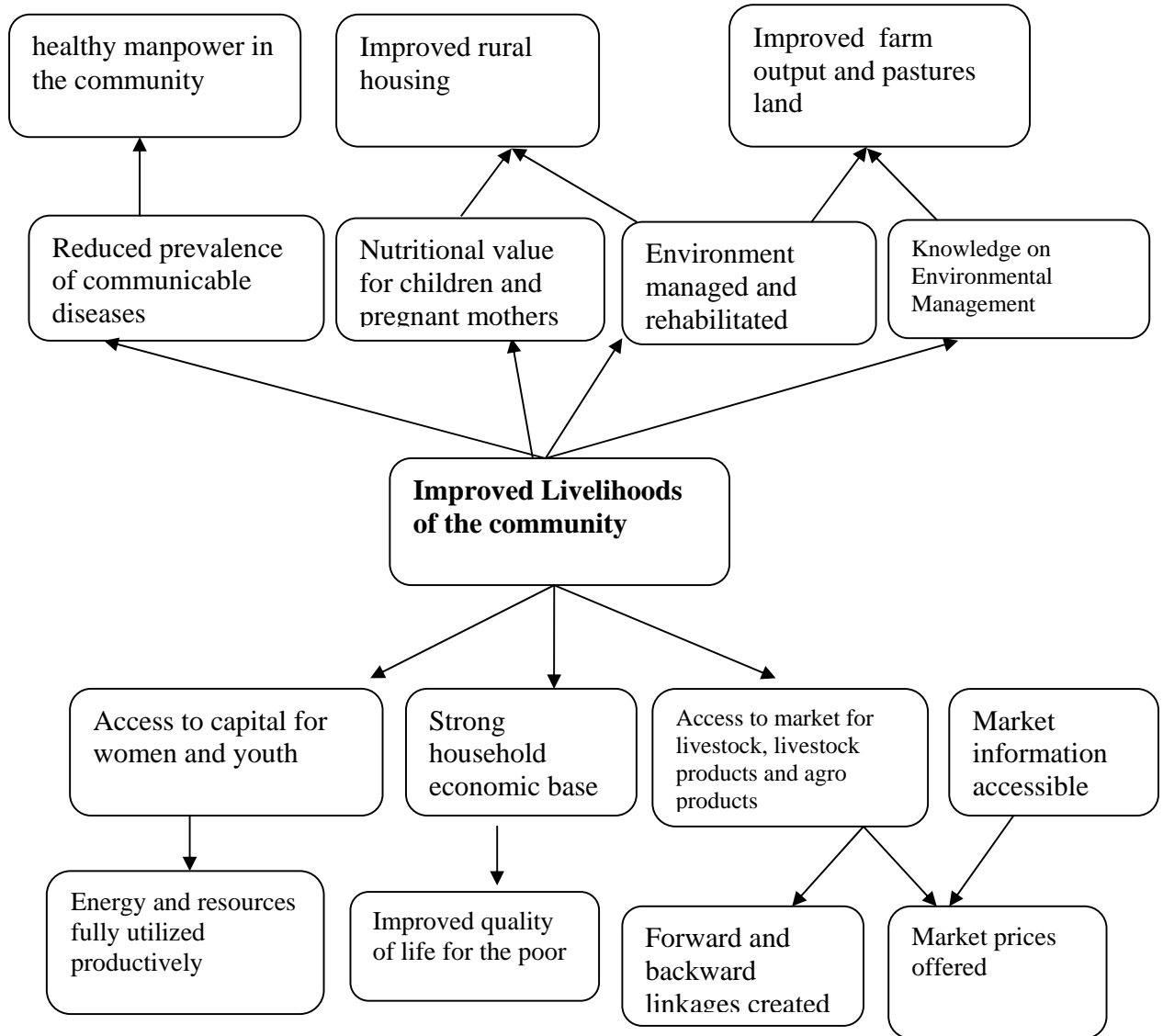
2.1 Baseline Survey Plan

For these circumstances to be addressed a baseline study is necessary. The study will be conducted in collaboration with the **Vienna University of Technology in Austria** departments of Spatial Development, Infrastructure and Environmental Planning www.ifip.tuwien.ac.at. Which is organized by Centre of Public Finance and Infrastructure Policy in partnership with MiDA Tanzania. Apart from other activities that will be undertaken in February, 2009 by Students, professors and MiDA Tanzania team the baseline survey will be conducted which will feed into the finalizing the project proposal that is presented to DKA and Welthaus Graz in Austria and Royal Danish Embassy in Tanzania for funding. After the baseline study the project proposal will be refined and finalized for funded of one year pilot project.

2.1 A problem tree for the rural communities in Manyara and Arusha regions



2.2 Objective Tree



3.0 Project Overall Objectives

Improvement of the community health status, socio economic development through market links for livestock, livestock products, agro-products and conservation of environment and biodiversity in Manyara and Arusha regions.

3.1 Specific Objectives

1. Awareness creation on the causes of ill health, spread of infectious diseases and their effects and control measures is increased by 30% in six villages in three districts of Manyara and Arusha regions by the year 2011.
2. Promotion of rural community economic base through entrepreneurial training, access to market, information dissemination and access to capital in 6 villages in three districts of manyara and Arusha regions by the year 2011.
3. Rehabilitation of disturbed environment and ecosystem through proper land use planning and management, introduction of alternative energy sources, and improved cooking facilities, building materials and alternative means of livestock keeping.

4.0 Project Beneficiaries

MiDA Tanzania will implement this project in three districts of Manyara and Arusha regions. These districts are Simanjiro, Mbulu and Karatu. Two villages are targeted in each district and the total number of the villages targeted is 6 villages in total. Due to the fact that MiDA Tanzania is going to use Strength Development Approach the villages are thought to be in the neighborhood to each other so as to be able to share experiences and to help each other in case of any resource sharing.

4.1 Immediate Beneficiaries

The immediate beneficiaries of the project are the animators, the contact farmers, health extension workers, artisans, ecological committees and entrepreneurs who are going to be trained on the Strength Based Development Approach, the districts agriculture and livestock extension staff and other NGO's participating in the implementation of MiDA Tanzania projects will all benefit from the new development approach. These immediate beneficiaries are expected to multiply the approach by using it in their day to day implementation of their activities and duties of MiDA Tanzania or any other be it government or other institutions through walking the talk the Strength Development Approach will sink into the day to day life of the people and they will start magnifying the approach in their daily walks of life.

4.3 Ultimate Beneficiaries

The ultimate beneficiaries of the project are the communities in the respective villages and districts. The project will be implemented with good number of demonstration were as these demonstrations will be open to all villagers and the monitoring will be done to see the transfer of knowledge to the communities who are participating in the trainings and in the actual demonstrations. The knowledge is expected to go beyond the boundaries of the villages and to see this there should be indication of the activities outside the village's boundaries.

4.4 Special Target groups

In the course of project implementation the special groups are targeted including women and children who are nutritionally affected, youth who are entrepreneurs and do not have the opportunities to realize their dreams, potential groups who are able to adopt the technology and give the good example of the technology utilization, organized ecological groups who are able to change their local environment ecologically. These are the opportunities for the target groups that can be used to amplify the project impact.

5.0 Project Implementation Strategy

The project is going to be implemented in three districts as it is said earlier in the proposal. The project will employ five staff who are qualified in their areas of studies. One staff is required to have done his/her studies in environment and ecology with experience of not less than 7 years in the field, another staff to be recruited by the project in community health staff who is well versed with the areas not less than 10 years of practice either in public health nursing or general medicine and in the business sector an enterprising MBA holder will be recruited with broad knowledge and experience to see the new ventures in the areas of business opportunities. These staff will be based in the Mbulu district project field office. The staff will be reporting to the program coordinator who will then report to the other organizational structures respectively. The project will pay salary to the organizational accountant and programme coordinator who will also be monitoring and Evaluation person for the smooth management of the finances and data for the programme. The project will have five staff who are directly paid from the project funds. The rates of the salaries for the staff are according to the policy of the organization, experience and qualification of the staff in the particular field. The staff are also entitled to get subsistence allowance during their field work in respective districts.

The project is going to be introduced in the respective districts and the districts team will be formed, the district team will comprise of 3 members from district council,

- 1 member from the health department
- 1 Environment and ecological department
- 1 Community development department

Another team which joins the district team is the village animators and these are two animators from each village

- Simanjiro district will have 4 animators 2 for each village
- Mbulu district will have 4 animators 2 for each village
- Karatu district will have 4 animators 2 for each village
- MiDA Tanzania programme Officer for the respective district

The members of the district team will be selected by the District Executive Director for the case of district councils while the animators will be selected by the villagers in the general assembly. The functions of the district team will be elaborated in the ToR be signed by each district separately. The importance of the district team is to create the appropriate interventions which are in line not only with the central government plans but rather with the local community's areas of priorities which are captured in the district plans again it will reduce duplication of interventions at the district , regional up to national level.

The districts teams of 21 members are trained on the Strength Based Development Approach and how it is used in the planning, implementation, monitoring and evaluation. The training on the strength Based Development approach will be done by the hired consultants for 5 days theory and 2 days of practical. One of the villages is going to be used to test the tools that are developed. This exercise will continue in all other villages, but each team will go to its respective villages and districts. This approach is discovering with the villagers the issues identified by them through Strength Based Development Approach. In the general assembly of the respective villages the contact farmers, entrepreneurs, village health extension workers, artisans and ecological committees are selected. This is the first group of the beneficiaries and is the community demonstration group.

The planning meeting is called for all these groups and the district team will only deal with the animator and the selected committees. These are the ones to spread the approach to other as the impact is higher when the project is specific not everybody is involved by obligation but a specific targeted group which is determined by the communities themselves is involved. The planning meeting is organized and the same tools for planning are used. The annual plan for these committees are submitted to district team, MiDA Tanzania project team. The follow up dates are set up by the district team and MiDA Tanzania team, the trainings are scheduled and each activity is implemented and results are collectively measured.

6.0 Funding the programme

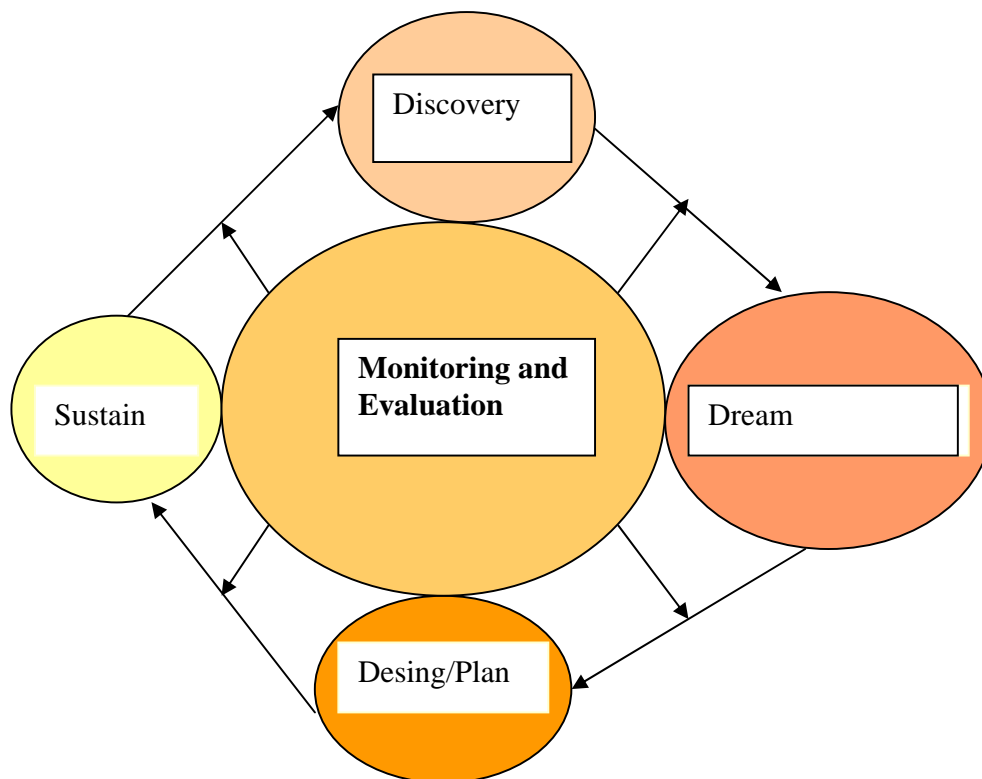
This programme is funded through results based system where by each donor is requested to fund one result as it is shown in the logical framework analysis and in the detailed activity plan. The only cost that is shared equally by all donors is the administration cost which includes salaries and the running costs of the office. Each donor funds one result which has sub-activities. The advantage of this system is that the sharing of similar monitoring and evaluation system can be used by the organization, the cost of administration is shared by all donors and the audit costs would be reduced as the whole programme is considered as one. On the side of the implementation there will be one report subdivided into chapters or results where each output will be covered this reduces the duplication of information flow to donors. It also eases the work to the implementing organization. Each programme officer for each districts brings his/her report to the programme coordinator monthly and for each month the programme coordinator using his/her monitoring and evaluation mechanism compiles a monthly report which corresponds with what is provided by the programme officers. A quarterly report will be compiled and send to donors after every three months. A quarterly report will go with financial report which is corresponding with the same quarter.

A detailed financial quarterly, half a year and annual reports will be compiled for each donor but in the same documents stating how each budget line was spent. But this needs a compromise between donors who are funding the programme collectively. This being the pilot programme there is a lot of lessons to be learnt in the process of implementation. Each time there will be one report compiled with section for each donors be it financial or narrative.

7.0 Project Monitoring and Evaluation

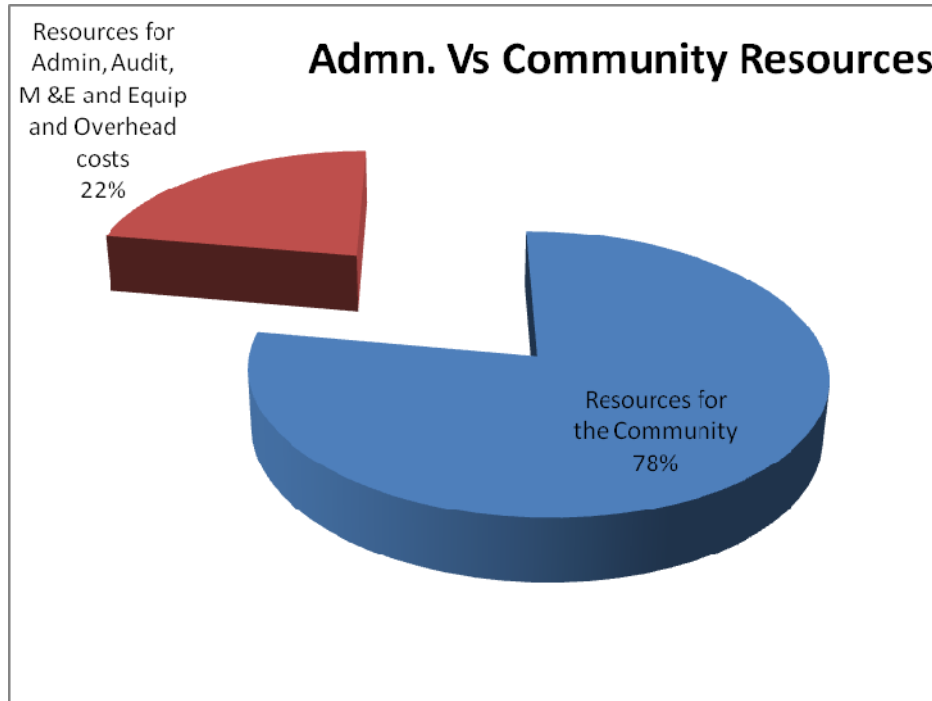
The project monitoring and evaluation will be done using the same approach which is Strength Based Development Approach. In the evaluation meetings the most important questions are the guiding questions which are going to be developed and these questions are not a long list of interview but rather self evaluation of the beneficiaries. The farmers will be guided to come up with what really worked in their project life since intervention, that means what have the farmers discovered which they did not know before. That is the questions on the discovery, what opportunities the farmers were able to discover in their interventions process. Then some guiding questions will also be on dreams meaning what dreams/ plans have they achieved, what plan did they have for the future what about the sustainability of what is achieved. The monitoring and evaluation process will be guided by appreciative inquiry model which is illustrated in the circle. Monitoring is inbuilt system whereas after each stage the process is evaluated and the results are used as lessons learnt in the next project stage. The illustration explains this better.

Monitoring and Evaluation through Strength Based Development Approach

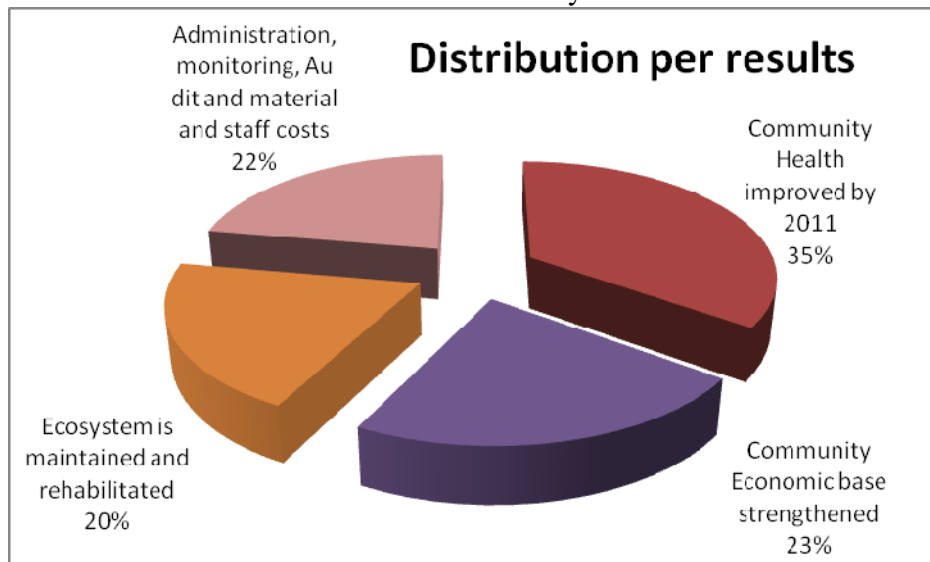


Source Appreciative Inquiry and Improvised by Raphael Ami

8.0 Project Resources Distribution



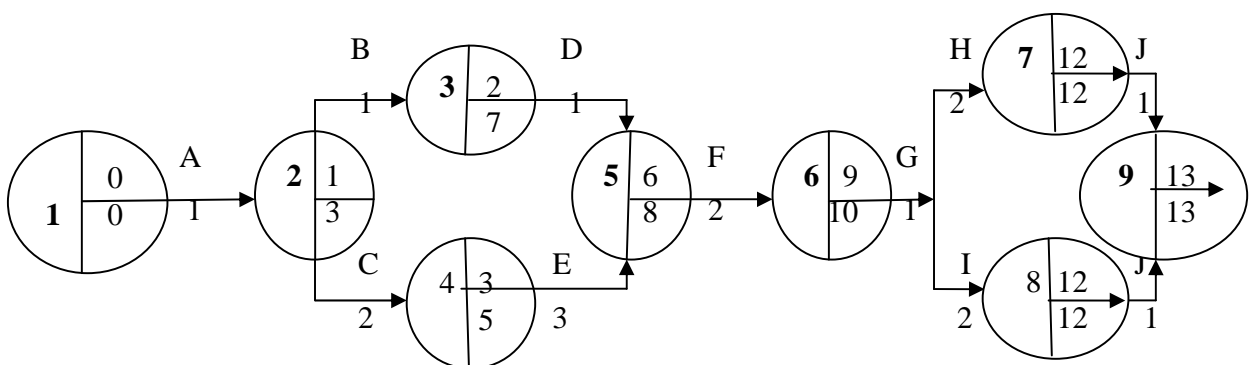
Distribution of Resources Per Result is clearly Shown here below



Critical Path Analysis

Project Activity Plan

A	Baseline Survey	To be done first	1 month
B	Awareness creation on community health	Starts when A is completed	1 month
C	Training of the vill. Ext. health Workers	Starts when A is completed	2 month
D	Improve nutrition status of the community	Starts when B is completed	1 month
E	Demonstration of the improved rural housing houses	Starts when C is implemented	3 months
F	Entrepreneurs mentoring and linking	Starts when D and E are completed	2 months
G	Market information sharing	Starts when F is completed	1 month
H	Sensitization on environmental management	Start with G is done	2 months
I	Establishment of tree nurseries at village level	When G is implemented	2 months
J	Best utilization of natural resources	When I and H are implemented	1 month



LOGICAL FRAMEWORK ANALYSIS

Intervention logic	Measurable Indicator	Means of Verification	Important Assumptions
<p>Project Overall Objective</p> <p>Improvement of the community health status, socio economic development through market links for livestock, livestock products, agro-products and conservation of environment and biodiversity in Manyara region.</p>	<ul style="list-style-type: none"> -Community health status -Purchasing power of the community -Market share of the local community -Other productive activities established -Level of ecosystem management and rehabilitation -Evidence of saved or new species of Flora and Fauna 	<ul style="list-style-type: none"> -Districts medical records -Market survey reports -Local market observation -Physical Observation -Districts agriculture and livestock records -Environment department records 	
<p>Project Purpose</p> <p>Awareness creation on the public health, support community economic base and maintenance and rehabilitation ecosystem</p>	<ul style="list-style-type: none"> -Community health status -Community purchasing power status -No. of new enterprises established -Livelihoods assets and status -Level of Maintained or rehabilitated flora and fauna 	<ul style="list-style-type: none"> -Districts medical records -Local market observation - Market survey reports -Environment department records -Physical outlook of ecology 	<ul style="list-style-type: none"> -The donor funds the project -National policy supports -Support from district levels -Political stability of the country
<p>Project Output</p> <ul style="list-style-type: none"> -Community Health improved by 2011 -Community Economic base strengthened - Ecosystem is maintained and rehabilitated 	<ul style="list-style-type: none"> -% of health status improvement -% increase in the purchasing power -No. of new species of flora and fauna introduced -No. of rehabilitated species of flora and fauna 	<ul style="list-style-type: none"> -Districts medical records -Local market observation -No. of entrepreneurs enter external market - Physical outlook of ecology 	<ul style="list-style-type: none"> -The donor funds the project -National policy supports -Support from district levels -Political stability of the country
<p>Project Activities</p> <ul style="list-style-type: none"> -Improvement of public heath -Strengthening of community economic base -Maintenance and rehabilitation of ecosystem 	<ul style="list-style-type: none"> -% of health status improvement -% increase in the purchasing power -No. of new species of flora and fauna introduced -No. of rehabilitated species of flora and fauna 	<ul style="list-style-type: none"> -Districts medical records -Local market observation -No. of entrepreneurs enter external market - Physical outlook of ecology 	<ul style="list-style-type: none"> -The donor funds the project -National policy supports -Support from district levels -Political stability of the country
<p>Project Inputs</p> <ul style="list-style-type: none"> -Recruitment of humans resources -Solicit financial resources -Procurement of materials 	<ul style="list-style-type: none"> -No. of HR recruited -% of financial resources acquired -Type and number materials acquired 	<ul style="list-style-type: none"> -HR contracts documents -Bank statements and transfer documents -Invoices and purchasing documents 	<ul style="list-style-type: none"> -Donor provided the funds requested for the project -Stability in the politically

