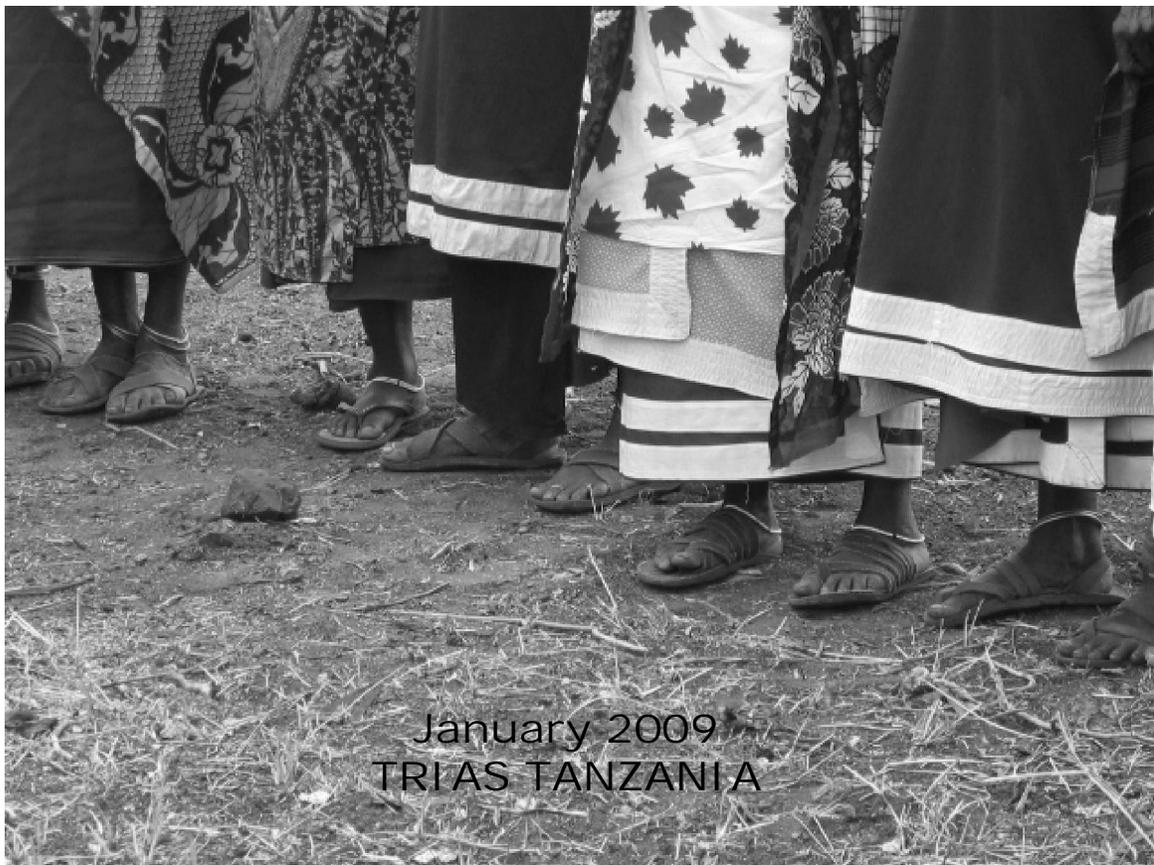


Supporting  
Food Security and Livelihood Security  
through Improved Livestock and Tourism  
in Pastoralist Communities of Northern Tanzania

PROGRAMME PROPOSAL  
For Belgian Survival Fund

2009 – 2014





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## **Abbreviations**

AMC	Arusha Meat Company
BOF	Belgisch Overlevingsfonds
BSF	Belgian Survival Fund
CCM	Chama Cha Mapinduzi – leading Tanzanian political party
CORDS	Community Research and Development Services
DED	District Executive Director
DGDC	Directory General for Development Cooperation of the Belgian Government
ER	Expected Result
ERETO	Pastoral Producer Association (a Maasai word)
FEWS NET	Famine Early Warning System Network
GDP	Gross Domestic Product
IIED	International Institute for Environment and Development
LCDO	Longido Community Development Organization
LGRP	Local Government Reform Programme
MWEDO	Maasai Women’s Development Organization
MDGs	Millennium Development Goals
MOU	Memorandum Of Understanding
NSGRP	National Strategy for Growth and Reduction of Poverty
NGO	Non-governmental organization
OCA	Organizational Capacity Assessment
PINGOs	Pastoralist Indigenous NGOs
PWC	Pastoralist Women’s Council
PAC	Programme Advisory Committee
PCC	Programme Coordinating Committee

RC	Regional Coordinator (of TRIAS)
RLTF	Rangelands and Livelihoods Task Force (of TNRF)
SACCOS	Savings and Credits Cooperative Societies
SMEs	Small and Medium Enterprises
SNV	Stichting Nederlandse Vrijwilligers - Dutch Development Organisation
SO	Strategic Objective
TATO	Tanzania Association of Tour Operators
TAPHGO	Tanzania Pastoralists and Hunter-Gatherers Organization
TEMBO	Tanzanian education micro-business organisation
TGNP	Tanzania Gender Networking Programme
TNRF	Tanzania Natural Resource Forum
Tshs	Tanzanian Shillings
UCRT	Ujamaa-Community Resource Trust
URT	United Republic of Tanzania
VEC	Village Executive Committee
VEO	Village Executive Officer
WEO	Ward Executive Officer
WODSTA	Women Development for Science and Technology Association

## **1. Introduction**

### **1.1 History of the program**

In 2003, TRIAS initiated a pastoralist programme, 'Poverty Reduction through Social and Economic Empowerment of the Pastoral Women and Men in Maasai land in Northern Tanzania', with BSF funding provided over a five year period (2003 to 2008). The overall objective of the programme was to contribute towards poverty reduction among marginalized (agro-)pastoralist women and men in the target area. The specific objectives were to improve livestock production through better infrastructure and support services, improve crop production, and empower women economically. Activities carried out and achievements recorded included investing in villages' livestock infrastructure and support services and training women in literacy and business skills. The programme was planned and implemented with two local partners. The first, Community Research and Development Services (CORDS) was responsible for the programme's livestock development component and the other, Women Development for Science and Technology Association (WODSTA) for the gender component. The programme operated in Monduli and Kiteto Districts and was originally planned for expansion into Simanjiro District as well.

At the end of the first year of programme implementation TRIAS conducted an internal evaluation. Generally, the performance was found to be satisfactory. However, one partner, CORDS was found to have a low pace of implementation of the planned activities and a very high over-expenditure in one budget post related with land, construction and

buildings. Similarly, CORDS was found not to fully adhere to timely reporting on physical and financial progress. Following this, TRIAS and CORDS stipulated corrective measures. One of the agreements was to incorporate one more partner to assist CORDS to implement the component of HIV, not only because CORDS lacked expertise in that area but also to increase the pace of programme implementation. The slotted in partner organization was Maasai Women's Development Organization (MWEDO). Besides the agreements made, the relationship between TRIAS and CORDS was not that much conducive. Similarly, the collaboration between CORDS and WODSTA, the two implementing partners was not very favourable.

An internal mid-term evaluation of the programme was conducted in July 2005 by Bethesda International and an external mid-term review in May 2006 by South Research vzw. Both evaluations highlighted a range of important achievements by the programme among which included:

- Increased knowledge and skills by women in the target area as a result of training programmes carried out;
- Enhanced participation of women in local development activities and village decision-making processes;
- Improved livestock infrastructure through construction of facilities;
- Improved livelihoods of marginalized individuals through restocking livestock;
- Improved local organizational capacity through establishment of livestock management committees and livelihood groups at the village level.

The two evaluations also made a number of useful recommendations for improving the design and performance of this programme, including:

- Focus on a smaller geographic area in order to maximize impact
- Focus on a more limited and strategically delineated number of interventions
- Design the project to be output-based rather than activity-based
- Strengthen overall coordination and collaboration of the programme
- greater emphasis on organizational capacity and development at village level
- Improve planning, M&E, including greater involvement of the beneficiaries
- Strengthen collaboration with local authorities and other actors
- Employ a more holistic approach
- Emphasize the process of social change as a guiding principle

These recommendations led to revision of the programme. In the beginning of year 4, partnership was still a challenge for TRIAS and the involved organizations and it became clearer every day that the programme had a lot of delay in execution and that guaranteeing sustainability and defining the right intervention approach was going to be difficult in the running programme. For CORDS, the situation was even worse due to unsatisfactory financial management. Therefore, TRIAS, in consultation with BSF and partners, decided to phase out the programme after the fourth intervention year and to invest in the elaboration of a second phase proposal, based on experiences of the first phase.

This second phase of pastoralist programme proposal has incorporated the recommendations of the mid-term evaluations and experiences gained during the first phase in order to maximize impact and effectiveness.

## **1.2 Relevance of the second phase**

This second phase will make use of the institutional knowledge and skills gained in the first phase to target the food security situation of the poorest target groups within well-selected intervention areas. The chosen area of four villages is one of the most food insecure and most marginalised areas in Tanzania. This holistic coordinated program takes place in close collaboration with local government authorities and other actors, among whom the implementers of the first phase program

The first phase was difficult and knew many challenges but it convinced both TRIAS and partners on the need and relevance to support pastoralist communities with professional services. These communities are among the most marginalized and vulnerable in northern Tanzania. The Famine Early Warning Systems Network (FEWS NET), which is funded by USAID, provides timely and rigorous early warning and vulnerability information on emerging and evolving food security issues. According to their information, pastoralists with small herds in Arusha, Manyara, Dodoma and Shinyanga regions are among the key vulnerable population groups in Tanzania. They became extremely vulnerable after losing their stock in the 2006 drought and 2007 Rift Valley Fever outbreak. The periodicity of food insecurity for pastoralists depends on seasonality. The most critical period being between October-January in the bimodal and October – March in the unimodal rainfall areas.

Population growth in excess of 4% remains the norm among pastoralists. Government policies continue to provide limited support to pastoralists or undermine their livelihoods and global climatic and environmental changes (leading to a range of impacts including increased frequency of drought and disease outbreaks) stand to increase the vulnerability of pastoralist livelihoods in arid landscapes such as those of Monduli and Longido Districts. In these districts, about a quarter of residents remain below the basic needs poverty line and per capita livestock numbers are declining as a result of human population growth, livestock disease and lack of market opportunities that enable livelihood diversification. Social services are inadequate. As a result of these factors, the area remains among the most food-insecure areas of the country.

Results from the mid-term evaluations have demonstrated the relevancy and the appreciation of the intervention of phase 1 to the beneficiaries. The fact that women have increased access to more knowledge and information on different topics (livestock production, business skills, etc.) through training and exchange is highly appreciated. The components of livestock production and women empowerment have been considered as the right issues to tackle. The two evaluations certainly proved that the first phase of the programme, besides being phased out during its fourth year, it was indeed relevant and had some impact to the beneficiaries. TRIAS gained institutional knowledge and experience in designing and implementing development interventions in marginalized pastoralist communities, a detailed

understanding of development challenges in Monduli and Longido Districts and a network of individuals and organizations in the area. This knowledge is valuable for the design of the second phase programme and provides a key rationale for TRIAS to continue work in pastoralist areas.

The choice of the area fits in the more geographically focused Tanzania country strategy, which includes Monduli and Longido District. Both are overwhelmingly pastoralist with respect to local livelihoods. The main causes of relative marginalization of the area are environmental and geographic; the area lacks arable land as a result of low (300-500 mm.) levels of rainfall and the population is therefore entirely dependent on livestock production in terms of its food supply (either directly or through trade for cash or agricultural products).

The old partners will continue to work in the first phase area. Besides these, there are still other actors in the old intervention areas. As the socio-economic situation of the target groups in the old and new intervention areas are similar, a close collaboration with actors in the old area is foreseen.

Developing effective interventions that reduce vulnerability and enhance the resilience of local pastoralist production systems remains a pressing development priority in Tanzania. The second phase seeks to address these livelihood challenges by supporting livestock producers to improve their food security by improving livestock productivity, develop new market opportunities, and diversify their sources of income.

## **2. Context of the program**

### **2.1 Socio-economic characteristics of the intervention region**

Monduli and Longido Districts formerly constituted a single district (Monduli), which was divided in two in 2005.<sup>1</sup> For phase II of the program, we have selected four villages in Longido District as intervention area: Noondoto, Orkejuloongishu, Gelai Melrugoi and Gelai Lumbwa.

Within Monduli and Longido districts, there are huge differences in the level of livelihood security and marginalisation. The economic centres of Monduli town, Mto Wa Mbu and Makuyuni for example, are situated along important tarmac roads and offer several opportunities for further development. On the other hand, these four remote villages in Longido District are situated in the most marginalized area of the 'old' Monduli District. These villages are also far more marginalized compared to the intervention area of phase I of this programme.

#### *2.1.1 General data on Longido District*

Longido District covers a total area of 8,361 km<sup>2</sup>. The population of Longido District in 2008, based on figures from the 2002 population census and a 3.8% annual population growth rate, is estimated at 92,244. Levels of poverty are high, with about 24% of residents of Monduli and Longido Districts below the basic needs poverty line. For basic social development indicators such as Net Primary School Enrolment Rate and Adult Literacy Rate, the area ranks among the bottom ten (of

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<sup>1</sup> Prior to 2005 what is now Longido District was Longido Division, one of three administrative divisions in Monduli District at the time.

more than 120) districts in Tanzania mainland (URT, 2005). Less than 39% of rural households in Longido District have access to improved water supplies, lower than the national mean figure of 42%.

The district is primarily inhabited by Maasai and Waarusha (also Maa-speaking) (agro-) pastoralists. Farming is concentrated in areas of higher elevation and higher rainfall on the flanks of the districts' numerous volcanic mountains. The programme however is not situated in those areas where farming is possible. Most of the districts' land, lies on the Rift Valley floor and is arid or semi-arid, with rainfall of between 300 and 600 mm. Rainfall is not only limited but also highly variable from month to month and from year to year, with frequent droughts. Surface water is limited and seasonally variable as a result of being dependent on rainfall and groundwater potential is poor in much of central and western Longido District (Meindertsma and Kessler, 1997). Most of the area has soils with medium to low fertility, and because of low levels of rainfall has no potential for rain fed agriculture.

### Characteristics related to pastoralism and livestock keeping

Transhumant pastoralism is the dominant form of land use in the intervention area. Due to several demographic, environmental, socio-economic, and institutional factors, there are declining per capita livestock holdings, which represent worsening economic and livelihood conditions for pastoralist communities. Such trends create a tremendous need for diversified livelihood activities and sources of income in pastoralist areas. Where climatic conditions

permit rain fed agriculture, pastoralists in northern Tanzania increasingly tend towards 'agro-pastoralism' in order to improve their food security as well as their cash income. This is however not an option for improvement of livelihood security in the four villages, because of unsuitable climatic conditions.

Livestock keeping is the predominant livelihood for over 80% of the population. Traditional Maasai livestock management practices are adapted to deal with the inherent vulnerability created by climatic variability through flexible and extensive management practices. Rangelands are managed communally in order to ensure mobility between different dry season and wet season pastures and collective access to key resources such as water and mineral licks. Reciprocal agreements granting access to pastures between neighbouring communities are a key local institution for coping with droughts and avoiding overgrazing of pastures. Livestock in these pastoralist areas serve as both a core source of food, mainly through milk and blood, as well as an inflation-free and highly mobile form of currency and store of value.<sup>2</sup>

Livestock markets in Tanzania are currently expanding (see Annex 5). These markets are all more than 90% dependent on smallholder producers, mainly pastoralists. Arusha municipality, which lies adjacent to Longido District and connected by good tarmac roads, is the centre of the national livestock trade, with one of only two modern abattoirs in the country and the largest supply of livestock in surrounding areas. These

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<sup>2</sup> The minimum annual cash requirements for pastoralist households in Monduli District is about \$750, based only on food, clothing, and medical/veterinary supplies. The cash needs are increasing as education becomes more widely demanded within pastoralist communities.

conditions create considerable market opportunities for smallholder livestock producers.

Although indigenous Maasai rangeland and livestock management institutions are well suited for their arid and unpredictable environment, a number of contemporary factors have weakened the traditional pastoralist livelihood systems, reducing resilience and enhancing local vulnerability. The most important challenges are:

- A resurgence of livestock diseases following the abrupt withdrawal of the government from provision of veterinary and other extension services in the late 1980's and early 1990's as a result of broader macro-economic reforms being carried out in Tanzania during that period. Disease and drought are the two major constraints on livestock production in the region.
- Loss of land and key dry season pastures to private investment projects and government protected areas throughout northern Tanzania.
- Human population growth.
- Continually weak participation of pastoralists in national policy formulation in influential sectors such as land tenure, livestock, and wildlife.

This last point is particularly relevant to the project's formulation. Although pastoralism is recently, for the first time in Tanzanian policy-making history, recognised as a sustainable livelihood, many challenges remain, as the government continues to offer variable and limited support for pastoralism, often arguing that pastoralism is inefficient and unproductive and seeking to replace these livelihood systems with more 'modern' forms of livestock production (Mattee and Shem,

2006). Key specific institutional challenges that have impact on pastoralism include:

- Policies that restrict or discourage mobility, which is a key pastoralist strategy for coping with droughts and environmental variability;
- Land tenure policies which fail to secure pastoralists' rights to their lands or which favour land rights of outside actors (e.g. foreign private investors);
- Wildlife laws, regulations and management institutions which restrict pastoralist uses of traditional grazing areas and the ability of pastoralists to engage in productive activities on their lands;
- Failure of government institutions to transparently resolve land use and tenure conflicts between pastoralist communities and other actors;
- Failure of district and national development planning processes to effectively integrate pastoralist land and resource use practices;

These factors are a significant constraint on pastoralists in the area and have been incorporated into the programme, by better organizing the target group resulting in increased leverage, with respect to their own strategic interests.

#### Characteristics related to tourism and hunting

Besides livestock, the other prominent large-scale land use in Longido District is wildlife-based tourism and hunting; over 90% of Monduli and Longido districts are enclosed within tourist hunting concessions administered by the Ministry of Natural Resources and Tourism. A range of local photographic tourism ventures and community-based initiatives have also emerged in parts of Longido District, representing an important form of economic diversification. Overall, the

rapid growth of the national tourism industry, and its focus in the northern circuit, which runs through Longido District, has led to considerable expansion of tourism activities in the area and increasing opportunities for local employment and income in the sector (see Annex 5). Tourism now represents about 10-15% of GDP and has been one of the main drivers of macroeconomic growth over the past decade. Community-based tourism joint ventures have been formed in some areas leading to significant local economic impacts.

Revenues earned at the village level have in some instances been significant, such as in Sinya village in eastern Longido District, where income reached in excess of \$25,000 annually by 2003/04. The Lake Natron area on the western border of Longido District has also become an increasingly popular tourist destination, in large part due to the increases in tourism volumes, coupled with substantial improvements in infrastructure, mainly the road connecting the Lake Natron area to Mto wa Mbu to the south and Loliondo to the northwest. This road is under planning to become a portion of the main tarmac road linking Arusha to Lake Victoria, which would greatly improve access to the area. Longido village itself has become one of the more successful cultural tourism programme sites in northern Tanzania as a result of the area's diverse attractions and accessibility from the Arusha-Namanga tarmac road.

While these local opportunities from tourism are steadily increasing in the area as the national tourism industry continues its rapid growth, they are however limited by lack of appropriate skills at the local level, lack of private-community joint ventures, as well as

competition between local and external interests for control over lands and natural resources.

### Economic migration

Other sources of non-farm income are found mainly in semi-urban areas such as Monduli town and Mto wa Mbu, as well as outside the districts in Arusha municipality where increasing numbers of people emigrate to find temporary or permanent labour. The limited nature of economic opportunities in rural areas results in this emigration, particularly among the rapidly expanding youth segment of the population. This can result in increased risks such as HIV-AIDS transmission and a weakening of traditional customary institutions.

### Emerging opportunities

Despite these challenges and high levels of poverty and socio-political marginalization in the district, a number of contemporary developments present opportunities for diversification of local livelihoods. Infrastructure in the area is improving, with national and district level investments in roads (as prioritized under the 2000-2003 Poverty Reduction Strategy), significantly improving the all-weather road network in the area. Private commercial trends have also improved the area's infrastructure in the form of greatly improved mobile phone coverage in the area, and increasing mobile phone usage by rural individuals including pastoralists. National prioritization of education and changing social values among pastoralist communities and political leaders, has led to increasing school enrolment of pastoralist children. Finally, high levels of national economic growth and public and private investments are creating increasing market demands

for products from pastoralist areas such as livestock and tourism.

### *2.1.2 Specific data on the 4 selected villages*

Located in the lowlands surrounding Mount Gelai and Mount Kitumbeine, the area is remote and until recently all-season road access was limited. The area is within the 'arid' portion Longido District, with annual rainfall of only 400-500 mm. and with the variability that characterizes all of northern Tanzania. Groundwater resources in the area are generally poor. The area is rocky with patches of shrubs. As a consequence, soils have low potential for crop production as the rooting zone is limited and both water storage capacity and nutrient contents are low. Additionally, soil alkalinity (PH) is very high.

The families highly depend on livestock. About 70% of households buy and sell livestock during a given year, with over 90% of cash income from livestock coming from sale of live animals. The total number of livestock in the area, by village, is shown in Table 1.

Table 1: Target villages livestock populations

Village	Cattle	Goats	Sheep	Camel	Donkey
Orkejuloongishu	12,122	24,342	19,135	11	1218
Gelai Meirugoi	15,700	16,469	12,781	0	2100
Noondoto	6,215	1,110	1,110	0	894
Gelai Lumbwa	8422	6342	4219	0	970

Livestock production in the area is most critically constrained by regular drought conditions and disease; a baseline survey carried out in the target communities

found that all villages perceive disease to be increasing (see Baseline Survey in Annex 6). Per capita livestock numbers are under pressure.

Primary livestock markets in the target area exist in each village, although these are poorly developed in terms of organization and infrastructure. The plan exists to improve the market of Meirugoi to a secondary market. No credit is available to smallholders in the surveyed communities except in Gelai Meirugoi village.

The main secondary livestock market is in Longido with additional secondary market access obtained through cross-border trade into Kenya. Prices obtainable for pastoralist producers range from 300,000-400,000 Tshs. for bulls/steers in primary and secondary markets. The price in the Arusha terminal market for these same animals can be as high as 700,000-800,000 Tshs (Table 2). This difference is the basis for a middleman-based livestock trade to fuel the growing urban and peri-urban meat markets. It also represents a major potential opportunity for smallholder producers in the target area to capitalize on growing consumer demand and high urban prices and thereby increase their income from livestock production substantially. A significant comparative advantage that the target area has is its proximity to Arusha, which is a major market for livestock products as well as processing and trading hub.

Table 2: Cattle market prices in primary, secondary and urban markets

Market	Price (Tshs)
Primary	300,000

Secondary	350,000
Urban (Terminal)	700,000- 800,000

Key constraints facing producers in terms of accessing markets, based on the comprehensive survey by Ngigwana and Lendi and the Baseline Survey include:

- Distance to markets and poor infrastructure, particularly during rainy season;
- Excessive market fees and taxes (e.g. at secondary markets);
- Lack of financial support services or credit;
- Lack of market information;
- Lack of policy support to pastoralists;
- Lack of modern processing facilities (e.g. slaughterhouses).
- Poor quality of animals and production techniques for hides and skins

All these factors create an imperative on diversifying household income sources within the target area. The other main natural resource found in the target communities is wildlife. The short-grass plains host seasonally abundant populations of antelope, gazelle, zebra, ostrich and elephants. The area is used mainly as tourist hunting concessions, which generate revenue for central and district levels of government. At present, each of the villages reports earning an average of 1,300,000 Tsh village income from tourism and none of the villages report household-level tourism income according to the Baseline Surveys.

Support to the target communities from non-governmental organizations is effectively non-existent, with no NGO's operating regularly in the area. With

Longido District recently established and still developing its own staffing capacity, district government support services are also limited. Despite the lack of external support, the target villages themselves demonstrate fairly high internal organizational capacity, supported by local political leaders. This is manifested in the formation of SACCOS groups in the villages aiming to capitalize on micro-finance opportunities and create alternative income-generating activities. These groups are however in initial stages of development and lack capacity for developing effective business development plans.

Land tenure in the area is governed by the Village Land Act, 1999, and Land Act, 1999, which vest management rights in customarily owned lands in elected Village Councils and their constituent Village Assemblies. Almost all land in the target area is used as customarily designated grazing areas. These include dry season grazing reserves, as well as wet season grazing areas, both of which are used and managed communally. Individual land allocations also exist, mainly for household calf grazing areas, individual settlement, shops and in Gelai Meirugoi, farms. Access to land is not a significant constraint although continued access to adjacent dry season grazing and water sources on mountain slopes outside the target villages is an emerging issue. Ownership of land by women, although legally enabled, remains largely precluded by customary mechanisms.

### *2.1.3 Food Security situation of the 4 selected villages*

The pressures facing pastoralist production systems, coupled with the shortage of alternative livelihood,

contribute to high levels of food insecurity in these villages.

The quantity and quality of food consumed varies according to the year and season. In good years, the situation looks as explained in table 3.

Table 3: Overview of quantity and quality of food

Period of the year	Adults	Children
January to August	2 meals per day; mainly milk and maize-based porridge	3 times a day; diet of milk and porridge
September to December (= late dry season)	1 basic meal per day; namely maize-based porridge with water. Serious food scarcity	1 basic meal per day; Serious food scarcity

For example, although Tanzania's food security in the third and fourth quarters of 2007 was generally good, Monduli and Longido Districts were one of only 17 districts in the country facing 'moderately food insecure' conditions at that time (FEWS NET, 2007).

Table 4: Wealth ranking in the villages (data from Longido District Council)

	Nr of animals owned	Gelai Meir ugoi	Gelai Lum bwa	O/loo ngishu	Noon doto	Average
Destitute	0-5	23%	20%	18%	21%	21%
Very poor	6-10	18%	21%	21%	16%	19%

Poor	11-40	21%	23%	16%	21%	20%
Middling	41-60	23%	20%	25%	20%	22%
Wealthy	61 and over	15%	16%	20%	22%	18%

Table 4 gives the wealth ranking in the four selected villages, with the number of animals owned as criterium for the level of poverty. By average 21% of the villagers are destitute, 19% very poor and 20% poor. This means that a total of 60% of the people in the target area or ranked 'poor' or lower, meaning owning less than 40 animals per family. Out of all the households, 253 have no livestock at all.

Following the remoteness of the target area as well as lack of necessary infrastructures, its per capita income is calculated at TShs. 110,000/= per annum (about US\$ 96) which is relatively low compared to that of Monduli and Longido districts (TShs. 199,630/= per annum). The Regional average per capita income is calculated at TShs. 350,952 per annum while the National per capita income is calculated at TShs. 320,044. The above data implies that average monthly income of the households in the 4 target villages is very low, as one would expect from most marginalized rural people in the country. On average the households are getting thus a monthly income of 9,167/= Tshs ( $\pm$  US\$ 7).

With such a small monthly income, only 34.9 percent of the households in the target area are food secured. Similarly, only 31.0 percent of the households can meet their basic needs (food, school fee for children, health services, etc.) without incurring indebtedness. Furthermore, only 7.0 percent of the population has good living conditions (decent houses and home

environment). As a result of poor food security, 15 percent of under five children are malnourished.

A typical family of 15 people in the target area requires an estimated average of 75,000 Tshs per person per year on food, with key staples including maize, sugar, tea, cooking oil and salt.

Social services in the area are limited but slowly improving. Each village has a primary school and for all four villages there is a relatively new secondary school, which remains under further construction, located in Orkejuloongishu village. All villages have a dispensary and mobile clinics, although the distance to health services varies from a quarter-day in Gelai Meirugoi to a full day in Orkejuloongishu. The main diseases affecting human-wellbeing in the area are malaria, diarrhoea, and pneumonia. The spread of HIV-AIDS in the target area appears to be relatively low thus far but the continued emigration of youths represents a major continued risk. All villages have some water taps and boreholes, with the distance to these water sources ranging from a quarter-day in Gelai Meirugoi and Orkejuloongishu to a half-day in Mfereji and Noondoto.

The Longido District Council has strategized in its Strategic Plan 2008-2011, to have a food security policy in place to save its people by sensitising her people to sell cattle for high prices and use the money received to purchase food when the prices are low and to store this food for their families. This includes the promotion of storage facilities. Only 3.8% of the total District area is favourable for agriculture, which means that selling of excess-cattle is the only option to purchase externally produced food. However, the level

of cattle sold in exchange of cereals is too low. Better understanding of the market mechanisms behind selling of food, will enable the pastoralist to buy this food at the right time.

Another problem related to food security that the District hopes to tackle, is the lack of food provision in the schools. Children do not get a meal at school, which discourages parents to send their children to the schools. Children who attend schools have often difficulties to remain concentrated because of hunger.

The information on food security remains at this design stage of the programme somehow limited, because two of the implementing partners, TNRF and UCRT, are involved in researches on the same topic, currently taking place but not finalised. TRIAS and partners considered it a unique opportunity to work complimentary with other stakeholders in Longido and to avoid a duplication of efforts. TNRF and UCRT are in a position to influence the research design, to ensure that relevant issues for the BSF Programme will be tackled in the research. This BSF Programme will be allowed to make use of the research outcomes, to finalise the focus and the preparations of the activities of this programme, according to the most recent findings.

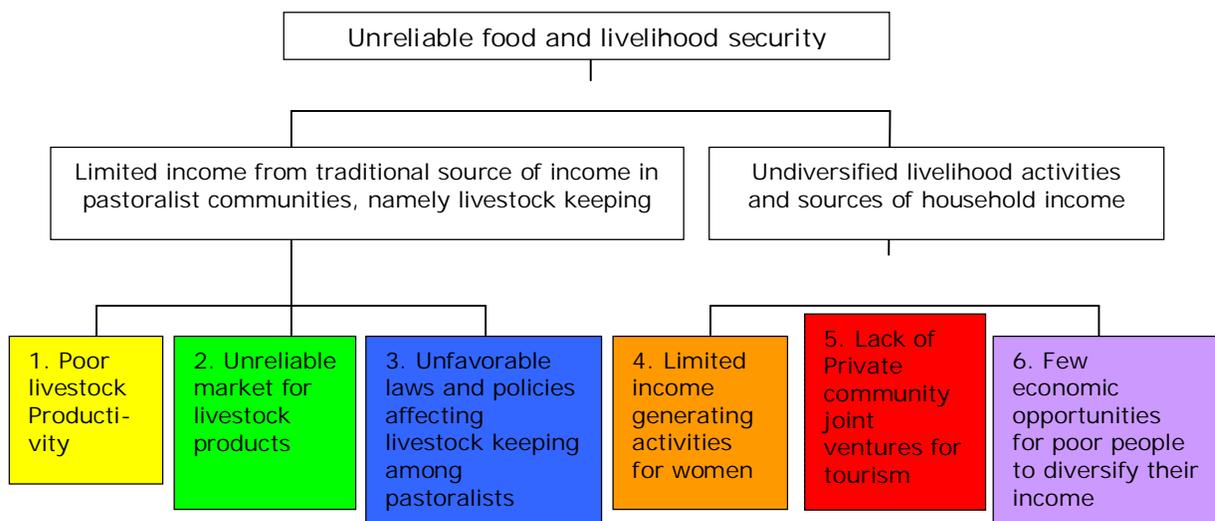
It concerns a policy research of 1 year (2009) related to food security. It is a pastoral meat value chain analysis for Longido, Monduli, Arusha and Arumeru Districts. This study is financed by the International Institute for Environment and Development (IIED-UK), Vetaid and Ereto. Other organisations involved are (among others) TNRF, SNV, Pingos and Cords. In January 2009, the field testing of the questionnaire will take place. In March 2009, the full research will be

done. By May it is expected that the outcome will be available. TNRF and UCRT will lobby to ensure that the 4 villages will get special attention in this research. Based on the findings of this report, around July 2009, a review session can take place to discuss if the programme and its indicators are properly in line with the outcome of this study. Corrections could be made where necessary. Anyway, it is already mentioned recently by the minister for State in the Prime Ministers Office that the districts in Arusha and Manyara regions will need food relief due to bad weather and low cereal crop production.

### 2.1.4 Problem tree as analysis of food insecurity

This proposal is a continuation of the first phase of the Pastoralist Programme. For that reason, the problem tree of the first phase is taken as starting point to develop the problem tree for the second phase. Irrelevant topics for the chosen intervention area were removed and additional challenges were added.

The upper part of this problem tree looks as follows:



Unreliable food and livelihood security is on the one hand due to limited income from the traditional source of income, namely livestock keeping and on the other hand to the undiversified sources of income. The causes for limited income of livestock are poor productivity, unreliable markets and unfavorable laws and policies. These three topics will be tackled with the programme activities. Due to the climatic conditions, there are a few economic opportunities for poor people, but there is an economic potential in eco-tourism and it is possible to create a more conducive environment for women to diversify their livelihood activities. Both aspects will also receive attention through the activities of this programme.

Each of the six coloured boxes is further elaborated as shown in annex number 8 'Problem Tree'. Annex number 9 gives the same problem tree with an indication how each of the problems will be tackled in this BSF programme.

## **2.2 Target group**

### *2.2.1 Population of the four selected villages*

The target area for the project consists of four contiguously located villages in Kitumbeine Division of Longido District: Noondoto, Orkejuloongishu, Gelai Meirugoi and Gelai Lumbwa. This area is chosen because it is the most food insecure and the most marginalized locale in terms of infrastructure and access to services within the two districts. A map is shown in Annex 3, with the target villages marked. The populations of the four villages are provided in Table 5, giving a total population for the target area of 22,428 distributed in more than 5,000 households. These villages are ethnically almost entirely Maasai.

Table 5: Target villages and populations, with gender and age breakdowns

VILLAGE	Adult female	Adult male	-15 Female	-15 Male	TOTAL
Gelai Lumbwa	1134	914	1274	767	4089
Gelai Meirugoi	1703	1202	1637	1058	5600
Noondoto	936	816	864	784	3400
Orkejuloongishu	2491	2335	2357	2156	9339
TOTAL	6,264	5,267	6,132	4,765	22,428

### 2.2.2 Beneficiaries and vulnerable households

Some of the programme interventions and activities are directed to all the inhabitants of the four villages. This is a deliberate choice of the programme partners, because of the following reasons:

- According to the information of the Famine Early Warning System for Tanzania, the pastoralist communities are among the key vulnerable population groups for food security. They are very vulnerable for shocks as drought and animal diseases, because they rely solely on natural resources;
- The whole of Kitumbeine Ward is remote and socio-economic marginalised and vulnerable compared to the rest of the District;
- The programme aims (among others) to change and improve some general policies and government systems (e.g. boundary demarcations). These policies are of importance for all the villagers, from destitute up to wealthy;
- For reasons of programme ownership, it is important to avoid conflicts in the villages. If the partners would only target the destitute and very poor population groups, the risk is there that the richer people will create hard times for the partners by

- boycotting some of the activities. To avoid such a conflicts between 'richer people' and 'poorer people', it is necessary to ensure that all villagers benefit in one way or another from the programme and to work with a homogeneous community;
- Also to avoid stigmatising the poorest population groups it is wise not only to target them but to offer activities for the whole village.

Besides this generalistic approach, the programme also explicitly targets those groups that are most vulnerable and food insecure within the four villages. The main cause of (vulnerability for) food and livelihood insecurity is poverty. Poverty is a consequence of lack of capital. There are three types of capital:

- Physical capital is a combination of productive and non-productive capital. Productive capital has a direct influence on the family income (e.g. machinery, resources etc) while non-productive capital is a buffer for difficult times (jewels, house etc)
- Human capital is related to the physical and mental condition of persons: good health and good schooling
- Social capital is linked to the social contacts and social position a person has in society. A person with an active social life will find easily support in difficult times.

(from 'Strategisch kader 2000-2011 voor de werking van ACTvzw met het BOF)

This division helps to recognise the most vulnerable people in the villages.

Main course of vulnerability is lack of *physical* capital:

1. The 21% destitute and 19% very poor people from the wealth ranking, having respectively 0 to 5 and

6 to 10 animals. These households have no or few major sources of income

2. Especially old people with big families without livestock

Main course of vulnerability is lack of *human* capital:

3. Disabled people and victims of different diseases – especially HIV/AIDS
4. Households with no education

Main course of vulnerability is lack of *social* capital:

5. Orphans
6. Marginalised women – example widows

Some characteristics of these most vulnerable people in the villages:

1. They are stigmatized by the other villagers which leads to social exclusion and lower social capital.
2. They are often also physically isolated: poor infrastructure (roads, bridges etc) to reach them, dispersed and isolated, far distance to social and health services
3. They have less or no livestock and if they have, they are very vulnerable for problems related to livestock:
  - livestock diseases and inaccessibility to livestock health services
  - they receive no information from early warning systems
  - low quality of animal production
  - inaccessibility to market outlets for livestock and food products
4. Lack of or no access to resources:
  - No control, management and benefit over natural resources
  - Scare grazing resources (water and pastures)
  - Children looking after livestock all day long without water

## 5. Not heard by leaders

- Pressing and dictatorial leadership
- They have no decision making power
- They are not represented in the village institutions
- They suffer of unfavorable policies

The following measures will be taken to ensure that these vulnerable groups will benefit optimally of the programme interventions.

- It is crucial that the partners are from the start of the programme open about the target group and the objectives of this programme. It should be put clearly in a Memorandum Of Understanding between TRIAS/Partners and the villages/ District that the programme aims to deal with problems of food insecurity for the most vulnerable groups of the village. The monitoring of this MOU has to be done in a participatory way, with involvement of the most vulnerable groups.
- All activities should have people from the most vulnerable groups among the participants.
- Some activities are targeting groups of the most vulnerable people only.
- Researches, market studies etc that are carried out in the framework of this programme, have to give special attention to the needs and situations of the most vulnerable groups
- Extra income, generated at village level from tourism, should be directed to social services for the most vulnerable groups

### *2.2.3 Gender analysis of the target groups*

The Maasai society is polygamous with one man able to marry as many wives as he can care for. Girls are often promised in marriage at a young age. A father might

promise a daughter to a man so that he will herd for him. This is one way to recruit labour in a society with decreased labour force. The Maasai society is built on an age-group concept, which gives identity to each male. Female genital mutilation is widely spread in the villages, regardless that it is forbidden by law in Tanzania.

The main basis for the division of labour within the households is along age and gender lines. Men are responsible for herding, marketing animals, planning and decision making in relation to the allocation of family resources such as livestock. Women concentrate on tending and minding children, the sick and aged and calves and kids, as well as on milking and preparing milk products. All household chores also fall on women and their daughters. These include house building, food preparation, curing herds and skins, collecting firewood and water, shopping, grinding maize. Young, unmarried girls do a vast amount of work in the household. They also occasionally substitute for boys in herding animals. The woman's responsibility for care of calves and kids is particular arduous and demanding. Women sometimes slaughter animals and are expected to be present at the gate of the homestead when the herd arrives from grazing in the evening or leaves the homestead in the morning. When there are labour shortages, women will assist in male - defined tasks, but it is very seldom that men will attend to female work.

Gender issues with respect to livestock ownership are an important component of poverty and livelihood security in the intervention area. Livestock and the cash from livestock sales are traditionally under the

control and ownership of men. Women therefore face particularly severe pressures in terms of economic empowerment and the need for strategies which enable them to earn income directly. Women in Maasai societies are also traditionally marginalized from key decision-making processes at the community level, where power rests with male elders and is enforced by the cadre of young male warriors. Women routinely suffer from domestic abuse. Because women are responsible for the care of children, the marginalization of women has a deleterious impact on social welfare of the communities as a whole. Improving the economic and social status of women in pastoralist areas is therefore an important developmental priority with multiple dimensions.

Much of the life and culture of the Maasai militates against girls' education. If they do manage to go to primary school, they often begin when they are older than 7 years. Some fathers bribe teachers so that the girls can be taken out of school to be circumcised and married off. If they do finish primary school, they are often encouraged to fail their exams so they will not be selected to go to secondary school. Girls are not valued as worth being educated because they will leave their own homestead and become part of another family when they marry. Women occupy a subordinate position in Maasai society.

It is important to realise that in the villages, the mentality starts slowly to change. Elderly people start realising the importance of women in modern society and their crucial roles to deal with different challenges in their lives. In all villages there are a few men who are exposed to communities with different

gender relationships and who want changes, starting in their own families. Their daughters are not circumcised, receive good education and are free to choose their husband. These families can be used in the programme as 'examples' to discuss gender issues with the beneficiaries.

## **2.3 Link with national policy, BSF criteria and TRIAS strategy**

### *2.3.1 Tanzania Policy Context*

#### Central policies

Tanzania's policy environment is increasingly geared towards promoting macroeconomic growth, increased investment and broadened participation in private enterprises as the key to achieving the Millennium Development Goals (MDGs) and reducing the country's high poverty levels.<sup>3</sup> The National Strategy for Growth and Reduction of Poverty (NSGRP) is the most recent national framework putting the focus on poverty reduction high on the country's agenda. The strategy is commonly known by its Kiswahili acronym, MKUKUTA. It is operational from 2005 to 2010 and is built around three general 'clusters':

- Sustaining high levels of macroeconomic growth and stability and reducing income poverty
- Improving the quality of life and social well-being, in particular with regards to social services such as health, water, and education
- Improving the quality of governance and ensuring accountability in the management of public resources

The NSGRP recognizes that high levels of macroeconomic growth are a necessary but not sufficient condition for reducing poverty in Tanzania,

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<sup>3</sup> The programme contributes to MDG's: 1 Eradicate extreme poverty and hunger; 3 Promote gender equality and empower women; 7 Ensure environmental sustainability.

and that improved macro-micro linkages are essential to create enhanced economic opportunities for citizens and rural households. With respect to smallholder pastoralists, the NSGRP is notable in its explicit recognition of pastoralism as a sustainable livelihood for the first time in Tanzanian policy-making history. The NSGRP also specifically calls for the livestock sector to increase its contribution to GDP from 2.7% in 2000/01 to 9% by 2010.

Specific recommendations made by NSGRP in relation to pastoralist livestock production include:

- "empowering pastoralists to improve livestock productivity through improved access to veterinary services, reliable water supply and recognizing pastoralism as sustainable livelihood"
- Improving quality of services to livestock producers
- Promoting dairy and leather industries
- Empowering pastoral institutions and promoting efficient use of rangeland
- Promoting livelihood diversification and off-farm income-generating activities.

Other relevant NSGRP include the following:

- Promote private sector investment in 'lead' sectors including agriculture, tourism, mining and manufacturing
- Develop and stimulate local tourism and small-scale business activities to ensure link with the local economy
- Increase incomes from wildlife, forestry, and fisheries to local communities.

While the NSGRP is the key coordinating economic policy document, a range of sectoral policies are also relevant to this proposal. The proposed action compliments the Tanzanian Agricultural and Livestock

Policy (1997) which calls for the Ministry of Livestock to embark on accelerated cross-breeding of Tanzania shorthorn zebu with selected exotic beef breeds under improved husbandry. Further, the Policy recognizes the need to promote communal initiatives for better management and integrated exploitation of rangelands resources and participatory land use planning. This policy also encourages the pastoral communities to form savings and credit institutions such as savings and credit societies (SACCOS). In addition, financial institutions are encouraged to work with pastoral communities to develop appropriate credit systems. This will further contribute to the attainment of the Small & Medium Enterprises (SMEs) Development Policy (2003-2013) aimed at fostering job creation and income generation through improving the performance and competitiveness of existing ones and unleash the entrepreneurial potentials of females.

A new draft National Livestock Policy is expected to be passed by Parliament in order to update the 1997 Agricultural and Livestock Policy. The new draft policy emphasizes increasing commercial opportunities and production in Tanzania's livestock sector. Specific policy objectives include:

- Establishment of key production, processing and marketing infrastructure
- Promotion of commercial production of high quality beef
- Strengthening technical support services
- Promoting establishment of livestock farmers' organizations.

Finally, both the 1999 National Tourism Policy and the 1998 Wildlife Policy support the development of community-based tourism as a way to channel

benefits directly and diversify income opportunities for both local villages and rural households. The National Tourism Policy aims at, *"Involving communities in the management of tourist attractions located within their areas and the making of development-related plans and decisions with regard to tourist attractions especially where such plans are likely to have a direct effect (positive or negative) on the livelihood and well being of these communities."* Tanzania's Wildlife Policy passed in 1998, also supports local community participation in tourism, calling for *"Locating future major tourist developments outside protected areas in order to reduce negative impacts and enhance benefit sharing with local communities."*

Generally these policies are partially put into practice in the country and the target area in particular. Government and local authorities lack resources (mostly financial) to enable put all policy items into practice. On the other side, the communities fail to understand policy documents due to language barrier. Most documents are in English, which is not understood by most people, especially in the rural areas. In addition, the language in policy documents is legal and not widely understood. There is also a limited accessibility of the documents at grassroots as they are concentrated at headquarters of ministries.

The programme is going to strengthen community knowledge and awareness on livestock and tourism related policies and laws. Forums will be organised to sensitize communities or groups. This shall assist in advocacy activities with policy makers and policy implementers.

As a contribution towards these policies, the proposed programme will:

- Improve livestock productivity in the target area by introducing new breeds
- Facilitate linkages between the target community and private veterinary service providers and other organizations with resources and experiences relating to community-based animal health issues
- Create general awareness in the target area about market conditions for livestock products, facilitate a dialogue about marketing and work with the producer associations and develop a cooperative approach to marketing livestock products in order to leverage the market power of producers
- Carry out awareness-raising and training on tourism market trends, issues, and opportunities for pastoralist communities followed developing commercial tourism joint ventures
- Village land and natural resource use and management plans, with supporting village by-laws, will be developed. As part of this institutional strengthening programme, villages will also have their boundaries surveyed and obtain Certificates of Village Lands.
- Women's economic interests will be addressed most directly by working with women's groups (SACCOS, etc.) to develop gender-specific marketing strategies and business plans for products such as milk and hides.
- According to the NSGRP strategy, gender issues and HIV/AIDS pandemic undermine the foundations of attaining the MDGs and targets. The proposed action complements Government initiatives by taking on board the two components as crosscutting issues throughout project implementation.

## Structure of local government in Tanzania

The Local Government (District Authorities) Act of 1982 stipulates the functioning of the local governing bodies in Tanzania. The Mainland is divided in 21 Regions, appointed by the central government. These have a total of 120 Districts, elected by the people. The Districts are in rural areas made up of Wards, Villages and Sub-villages.

The term 'local government' refers to the three levels of Village, Ward and District Councils. These local governments are for three quarters financed by grants from the central government and for the remaining by taxes and donations from (inter)national organizations. The next table gives an overview of the responsibilities on each of the levels and the way how the programme intends to collaborate with these levels. It has to be noted that the wards and villages remain with rather weak and undefined mandates, just as the role of the central government institutions for oversight of Local Governments is still widely considered as unsatisfactory.

Citizens can exert influence on the development planning processes through effective participation in village assemblies, lobbying to District Councilors, making submissions for drafting District level by-laws and budgets, developing effective relationships with members of Council Committees.

Table 6: Overview of responsibilities of local government and collaboration with the programme

Village Council	Ward Council	District Council
Members of the council:		

Village Council	Ward Council	District Council
<p>The Village Assembly is open to all members of the village over the age of 18. Meets at least once every three months.</p> <p>The Assembly elects the Village Executive Committee (VEC) between 15 and 25 people, with a chairperson.</p>	<p>Meets at least four times a year and consists of:</p> <ul style="list-style-type: none"> <li>- Chairperson of all VEC's</li> <li>- Councillor who represents the Ward at District level, who chairs the committee</li> <li>- District Councillors who live in the Ward</li> <li>- non-voting representatives from NGO or civic groups</li> <li>- Ward Executive Officer, who acts as Secretary</li> </ul>	<ul style="list-style-type: none"> <li>- members elected from each Ward (elections every 5 years)</li> <li>- local Members of Parliament</li> <li>- Any other members of Parliament nominated by a political party in the District</li> <li>- 3 members appointed by the Minister, responsible for local government</li> <li>- Members elected by the District Council from among persons nominated by Party organizations</li> <li>- Members elected by the District Council from among Chairpersons of Village Councils</li> </ul>
<b>Responsibilities:</b>		
- planning of communal projects	- planning and environmental protection	- approval and coordination of development

Village Council	Ward Council	District Council
<ul style="list-style-type: none"> <li>- providing help or advice to individuals or groups of villagers in their economic and social activities</li> </ul> <p>VEC has three sub-committees:</p> <ul style="list-style-type: none"> <li>- finance, economic and planning</li> <li>- social services and self reliance</li> <li>- village security</li> </ul> <p>And optional committees:</p> <ul style="list-style-type: none"> <li>- to support legal affairs</li> <li>- as response to specific commands from the District level</li> </ul>	<ul style="list-style-type: none"> <li>- implementation of approved projects</li> <li>- initiate and promote participatory development in the Ward</li> </ul>	<ul style="list-style-type: none"> <li>projects and plans in the villages in its area</li> <li>- approve or reject by-laws from Village and Ward Council level</li> <li>- pass its own by-laws, after having posted them as public notices. Following the public consultation procedure, by-laws are passed to the Minister for Local Government, via the Region, for final approval.</li> <li>- All economic, development and social planning</li> <li>- Others: Finance, planning &amp; administration, environment, education, health &amp; water</li> </ul>
Level of Approval of by-laws:		
Formal plans and	Plans to be	The Regional

Village Council	Ward Council	District Council
by-laws have to be approved by the Ward Development Committee	approved and budget to be foreseen by the District	Administration, appointed by the Central Government, supervises Districts
Employed staff: <i>These officers are employed for day-to-day tasks and to ensure that development plans are correctly budgeted and implemented</i>		
Village Executive Officers (VEO)	Ward Executive Officers (WEO)	Most senior is the District Executive Director (DED) who is supported by the WEO and VEO
Planned programme collaboration per council level		
Close collaboration to ensure integration of activities in the village plans. Village councilors are also beneficiaries of services of programme, involved in: - training on market structure + develop marketing strategy - study tours	Informal relationship. No direct collaboration with the Ward level.	Streamline the programme interventions as much as possible with the Longido District Council Strategic Plan 2008-2011 for development processes. Formalised in the Memorandum of Understanding. This is crucial, because the District (dis)approves by-laws and plans from the Village

Village Council	Ward Council	District Council
(livestock and tourism) - development of joint venture agreements with private tourism operators - development of village land use plans - training of village governance institutions - training in accounting, programme management, investment of revenues for social services - attend training on HIV/AIDS		Council level.  Collaborate with the appropriate district technical officers to execute activities. Cost-sharing to implement HIV/AIDS training sessions in the villages (with District staff)  Approval of village land use plans that are developed at village level

### Local Government Reform Programme (LGRP)- decentralisation

The essence of the LGRP is to transfer duties and financial resources from the central to the local government levels. Local governments are considered to be better placed to identify needs and public service requirements by encouraging citizens' participation. The reform of local government involves the following five main areas: Fiscal decentralization, administrative decentralization, political decentralization, service

delivery function of decentralization and last, changed central-local relations. The extent to which the decentralisation results in improved services for the public, depends on the quality of local governance as well as financial management.

The decentralization process has reached several achievements, as for example improve capacity building, change in attitude, development in the processes of decision making, developments in accounting and service delivery. But the decentralization process is far from complete. Sustained commitment from political, administrative and civic leaders is necessary. Devolution is a long-term process.

### Challenges and constraints of the decentralisation

What follows are some of the general challenges in the decentralisation process which are relevant for the interventions of this programme.

§ The leading political party CCM introduced the reform programme, out of a realization of the need to liberalize the economy and policy, but CCM has maintained a high level of control of the process, and it continues to have a very clear political majority in both Parliament as well as in Local Governments. CCM has no interest in radical changes.

§ Corruption is perceived as a widespread problem, although many people also have confidence in council officials.

§ Despite the decentralization process, still a lot of the policy formulation process is top-down. In some districts bottom-up planning is in practice an *ad hoc* exercise.

- § There is a need for better governance by the local government authorities, for example more efficient and accountable financial management at the local governments.
- § More civil society participation in fiscal and financial monitoring could strengthen the legitimacy of local authorities. There is a lack of mechanism for continuous dialogue with civil society.
- § There are no effective procedures in place for ordinary people to use when they want to hold council officials accountable. There is also a limited capacity of the poor and marginalized groups to participate.
- § Resource gaps at grassroot levels: The village governments have hardly any financial resources and only one staff member: a VEO.
- § In rural councils there is an urgent need to simplify and streamline the existing planning and budgeting systems. Local government authorities face numerous and competing reporting requirements from central government and are constrained by lack of technical and staff capacity.

The programme foresees the following activities, which can contribute to the strengthening of the decentralization process:

- § As civil society actors, the programme partners work in open dialogue together with the District and Village Authorities;
- § Villagers, with special attention for the most vulnerable and marginalized, will be trained to enhance their participation in policy formulation for their own strategic interests, to strengthen bottom-up planning;

- § Introduction of and training on public expenditure tracking system, which keeps the officials accountable;
- § Training of village authorities on financial management and other issues.

Specifically for the new Longido District, the DED mentioned the following challenges in the ongoing decentralisation process.

- § The criteria to receive financial resources from the central government are very difficult for sparsely populated big districts like the pastoralist populated Longido District. The received amount is determined by the number of inhabitants, although the overhead costs remain the same as for other districts. Longido receives the same amount for fuel/transport as other much smaller districts, which makes field trips almost impossible.
- § As long as Longido District was a division of Monduli District, it was neglected in terms of development projects and personnel. The young district still carries this burden of the past but doesn't get extra support from the central government.

### 2.3.2 *BSF criteria*

*BSF aims "the improvement of the food security for the most vulnerable people in the poorest partner countries, as to assure the survival opportunities for people threatened by hunger, malnutrition, poverty and exclusion".*

The proposed programme directly addresses this core BSF objective. According to survey conducted (annex 7), it was only 34.9 percent of the households in the target area which were food secured. The number of meals per day affects the amount of nutrient intake of

people. As a result of poor food security in the area, 15 percent of under five children are malnourished. Also the data from FEWS NET confirm that Pastoralists are among the most vulnerable people for food insecurity and famine in Tanzania.

This programme is executed in Tanzania, which is located in Sub Sahara Africa, ranked on number 159 in the Human Development Index. Tanzania is a partner country of the Belgian bilateral Development Cooperation.

The programme gives particular attention to strengthening of women and participation of women to the development process. Gender is mainstreamed in all the programme activities and there are several activities specifically targeting women. In the design of the programme, a lot of attention went to participatory management of natural resources, participation of the beneficiaries and empowerment.

The programme employs a holistic and integrated approach built around sustainably empowering people to improve their livelihood systems using existing market and natural resource-based opportunities. Food security in the target area depends on the vulnerability of communities to environmental conditions and the ability of resident communities to sell livestock and buy food when necessary (or occasionally to barter directly exchanging livestock for grain at local markets). Providing support to pastoralist livestock production systems and taking advantage of existing opportunities for non-farm livelihood diversification is essential to improving the food security of the people in this relatively marginalized target area.

Capacity building of local groups and authorities will contribute to the improvement of the basic infrastructure in the intervention areas. Trias and the programme partners will work in close collaboration with the government authorities on different levels and with other stakeholders that are active in or relevant to the intervention area.

### 2.3.3 *TRIAS strategy*

This programme is tightly embedded within the TRIAS Tanzania 2006-2012 strategy. The general strategic objective sounds: *"The livelihood security of small-scale entrepreneurs and farm families in the South – with representation of women, youth, the elderly and ethnic minorities – and their active participation in local economic development processes is enhanced in a sustainable way"*.

This can be translated in three specific objectives, which are used in the logical framework of this BSF programme:

1. Increased access to essential services: the target group has access to appropriate and quality services, aimed at better utilization of local economic opportunities and focusing on micro-finance, business management (entrepreneurship), local and regional marketing.
2. Strengthened organizations /movements: the target group is organized in democratic and independent organizations resulting in increased social and political leverage.
3. Local economic development promoted: as a consequence of interventions of local partner organizations the target group is embedded in – and can influence – local social and economic development

processes resulting in increased institutional leverage with respect to own strategic interests.

Also the 4 cross-cutting issues of TRIAS are integrated in this BSF-programme: Participation of the target group, gender, sustainability and HIV/AIDS.

The following TRIAS-strategies are applied in this programme:

- Strategy 1: Core Topics:

TRIAS concentrates her efforts in three main topics namely: microfinance, small business management and local and regional commercialization.

- Strategy 2: Activities with partners

In order to achieve the wider development goals, TRIAS works with Tanzanian partner organizations. Not only the specific financial support or services that TRIAS offers contribute to development but the nature of the relationship between TRIAS and partners is of crucial importance to the quality of the development process. All the Tanzanian partners target underprivileged enterprising people. TRIAS gives capacity strengthening to its partners. In each intervention area, TRIAS facilitates the interventions of a group of partners who implement activities in the field of local economic development. Some of these partners are grassroot-based: they work in the communities and intend to serve the target groups on a longer term. Other partners are rather service delivery organizations that bring a short term intervention, often towards local grassroot based organizations rather than directly to the final beneficiaries. TRIAS will fulfill a facilitating role for coordination

- Strategy 3: Production Chain Approach in marketing.

This approach takes care of all stages right from acquisition of inputs, to production activities, harvesting, processing up to marketing of the final products. When evaluating target groups, TRIAS and its partners will look at how their position and role within production or value chain will be strengthened, either as individuals or groups. In this BSF program, only two sectors are selected: livestock production and tourism.

- Strategy 4: Strengthening of TRIAS

In order to realize its mission optimal, TRIAS Tanzania continues to strive towards improvement of the quality of its actions and program, through Resource mobilization, Planning M&E and Institutional development.

The target groups in the new TRIAS Tanzania Strategy Plan can be defined as:

- ü Poor families who are economically active: Small scale farmers and entrepreneurs. A clear poverty focus is necessary.
- ü Focus on pro-active families who are eager at seizing opportunities to develop their businesses
- ü Special attention, where possible and relevant, for: women, youth, elderly people and ethnic minorities.

Concerning the intervention areas, TRIAS decided only to continue operating in geographical areas where it was already active. The most important criteria for selection of intervention areas were the following:

- It should be possible to combine focusing on poverty and building up a strong institutional framework for LED.

- TRIAS should have an added value in the intervention area and it should be feasible to intervene in an efficient way.
- TRIAS prefers working in rural areas.
- TRIAS Tanzania wants to improve its impact by choosing a narrow geographical and thematic focus.
- There should be basic economic opportunities for development.
- TRIAS also explicitly chose to continue for a defined period of time with programs in some areas even though this choice is in contradiction with its other principles for the selection of areas as to be able to have an optimal consolidation of its programs. This principle was partly applicable for Longido District, to allow a proper consolidation of the efforts of BSF phase I. Those elements from the new strategy of TRIAS that have the capacity to enrich the program in its new phase are used during the design of the second phase of the programme. A sustainable phase-out has to be accounted for in the designing of the second phase. For reasons of sustainability these interventions need to be embedded much stronger in local processes and dynamics.

The other selected intervention areas for the period 2006-2012 are Babati and Monduli Districts (where a DGDC Programme takes place) and Mufindi District (consolidation of a BSF program).

The DGDC-programme in Monduli District will focus on working to support small-scale farmers to improve their productivity and agricultural income. The central partner of this programme is Mviwamo, the regional level of a Tanzanian membership organisation of farmers. TRIAS first decided including the village Mfereji, part of Monduli Juu Ward in Monduli District, in

the BSF Pastoralist Programme, because the village has similar characteristics as the other chosen villages. As the DGDC-programme also develops activities in Monduli Juu Ward, this decision was reconsidered. To avoid duplication of activities and overlap of services to the same group of villagers, it was decided to include Mfereji only in the DGDC-programme and to focus the BSF-programme on Longido District. An extra advantage of this decision is that the actors of BSF-programme only have to collaborate with one District Authority, rather than two.

## **2.4 Links with other actors in the region**

The programme strategy is designed to maximize collaboration among different actors and stakeholders at local, district and national levels. For all local economic development support programmes of TRIAS, the most important actor in the region is the District authority. Besides it is also crucial to work complementary and supplementary with other NGO's and with the relevant actors of the private sector. This chapter gives an overview of the other actors and how they relate to the programme.

### *2.4.1 Longido and neighbouring District Councils*

The policies, plans and budgets of Longido District Council on community development are described in the "Longido District Council Tentative strategic plan 2008 – 2011". What follows is a summary of the most important elements of this planning document. The document is prepared through a SWOT analysis, brainstorming and Opportunities & Obstacles for Development (O&OD) exercises in all 32 villages of Longido District. The document will be finalised in

2009, with the involvement of all district stakeholders. Longido District has five broad objectives:

- § Services improved and HIV/AIDS infection reduced
- § Access and equitable quality social services improved
- § Gender equity, good governance and community empowerment improved
- § Quality and accessible economic services and infrastructures improved
- § Natural resource management and environment sustainable improved

The District intends to start a stakeholders network forum to strengthen their link with CBO's and NGO's to implement jointly the District Development Plan. To achieve the objectives, the following targets and activities are planned, as elaborated in the next table:

Table 7: Longido District Council targets and activities for 2008-2011

General target for the District	Activities planned in the 4 targeted villages
1. Internal improvement of the administration and human resources in the District Council	/
2. To improve the provision of clean and safe water from 36% to 70% by June 2010	'09-'10: construction of Gelai Lumbwa water scheme '10-'11: rehabilitation of water pipe line at Noondoto
3. Good passage of 777km of the road network	'08-'09: routine maintenance of the road between Gelai and Gelai Lumbwa '10-'11: periodic maintenance in Gelai

General target for the District	Activities planned in the 4 targeted villages
	Meirugoi and Gelai Lumbwa
4. HIV/AIDS infection reduced from 7.3% to 2.5%. Sensitisation of the community on HIV/AIDS awareness	District Executive Director agreed to give annual awareness creation sessions in the 4 villages in system of cost-sharing with the programme partners
5. To provide entrepreneurship training and distribution of loans for economic groups to reduce part of population below poverty line	Not specifically targeted (general targets are set for whole District)
6. Educate all employment authorities on child labour and low enforcement	Not specifically targeted (general targets are set for whole District)
7. Contribute to eradication of gender discrimination practices	Not specifically targeted (general targets are set for whole District)
8. Involvement of stakeholders in preparation of village land use plans	Programme partners are involved for the 4 target villages
9. Involve community in protection and management of wildlife and create an enabling environment for tourism and investors	Not specifically targeted (general targets are set for whole District)
10. Combat deforestation and illegal harvesting of	Not specifically targeted (general targets are set for

General target for the District	Activities planned in the 4 targeted villages
natural resources	whole District)
11. Involvement of community in conservation and protection of environment	Not specifically targeted (general targets are set for whole District)
12. Education sector: construction of schools; literacy classes; increase enrollment in schools; construction of teacher houses; construction of pit latrines; train school committees; procure desks; provision of teaching and learning materials; demarcate boundaries of the schools	Not specifically targeted (general targets are set for whole District)  New secondary school in Orkejuloongishu
13. To increase agriculture and livestock productions at house hold levels to increase food security	'08-'09: soil conservation project and study tour at Gelai Lumbwa '09-'10: soil conservation project and study tour at Gelai Meirugoi '10-'11: study tour on soil conservation for Meirugoi Village
14. Introduction of new cash crops - coffee	'08-'09: train farmers on coffee production in Gelai '09-'10-'11: train farmers on coffee production at

General target for the District	Activities planned in the 4 targeted villages
	Ketumbeine wards and Gelai
15. To form 10 Saccos groups	Not specifically targeted (general targets are set for whole District)
16. To increase quality of livestock (meat and milk): vaccination; construction of meat plant; construction of cattle trough; improve local chicken; introduce livestock market; introduce artificial insemination centers	'08-'09: introduce livestock market and other goods at Meirugoi village and A.I. center in Ketumbeine division '09-'10: introduce livestock market and other goods at Lumbwa
17. To increase quality of livestock: survey of water provision from Kilimanjaro mountain; disaster management; facilitate range improvement; promote dairy cattle husbandry; facilitate youth income generating activities; rehabilitate dip tanks	Not targeted
18. Capacity building of village leaders on legal knowledge	Not specifically targeted (general targets are set for whole District)
19. To ensure good governance and rule of law in wards and villages	Programme partners are involved for the 4 target villages (training of village leaders)

General target for the District	Activities planned in the 4 targeted villages
20. To enhance participation of communities in project identification, implementation and report writing	Programme partners are involved for the 4 target villages
21. Improvement of health care (services)	Not specifically targeted (general targets are set for whole District)

Water remains one of the main challenges for the District, especially for Longido town. Many of the targets are not specified for specific villages or wards, so they might or might not be implemented in the four target villages of this programme. Other government interventions are specifically targeted for these villages. During the planned consultation round with the NGO's and other stakeholders in the District (2009), the District Council intends to agree on division of roles and tasks as to avoid overlap and duplication of activities. TRIAS and partners will make use of this opportunity to ensure a good integration of this programme in the District Strategic Plan. However, so far, the District Executive Director could guarantee that the TRIAS programme fits within the official District plans.

In terms of broader social and economic development initiatives in Longido (and Monduli) Districts, the World Bank has initiated through the government a major water infrastructure support programme which will serve a highly complimentary role in terms of supporting infrastructure and services essential to local

pastoralists. DANIDA is also developing a programme to provide micro-credit assistance to livestock producers for re-stocking depleted herds. The government, in line with its poverty reduction priorities articulated in NSGRP, continues to make major investments in both primary and secondary education, which has resulted in substantial national and local improvements in enrolment and graduation rates. In the target area, this is manifested in the new and expanding secondary school in Orkejuloongishu.

The programme will work closely with village governments and collaborate with the appropriate district technical officers in executing and adaptively designing programme activities. The partners will ensure that the programme effectively links into broader administrative structures and development planning processes in both districts. In Longido District, working closely with district officials, elected representatives, and technical officers is particularly important because this new district is currently developing its planning and service support capacity. Integrating this programme with those district-level processes will be important to foster broad district-level support as well as to maximize the programme's broader value within the district by contributing to development strategies for other areas. A Memorandum of Understanding between the partner organizations and the district government will be developed in order to ensure effective integration in district planning, budgeting, and service delivery processes.

Annex 11 gives a summary overview of the projects and activities of Ngorongoro District Council for the

period July 2008 till June 2009. This neighbouring district receives much more funding than Longido District, mainly from the Central Government and the Worldbank. The partners UCRT and PWC have a good working relationship with the District Council, which can contribute to exchange of information in favour of this programme.

#### *2.4.2 Other NGO's active in Longido and neighbouring Districts*

There are – according to the information of Longido District Council – currently not that many organisations officially active in Longido District. Cords and Wodsta still have some ongoing activities in the intervention areas of phase 1 of this programme. LOOCIP is currently not active in the four villages of this programme. The collaboration with IIED is intense, through the partner TNRF. There are positive working relations with Friedkin Conservation Fund, Mviwamo and Mwedo who are also active in the four villages, without overlapping the intended programme activities.

Table 8: Overview of other community development actors in Longido District

Actor(s) or Programme	Topics / Themes	Interventions in 4 villages?	Complementarity with BSF Programme? Way(s) of collaboration with the programme partners
1. Cords	Livestock improvement	NO	Cords works in different villages (namely the intervention area of phase 1 of this programme). Exchange on programme progress is foreseen.

Actor(s) or Programme	Topics / Themes	Interventions in 4 villages?	Complementarity with BSF Programme? Way(s) of collaboration with the programme partners
2. Friedkin Conservation Fund	Conservation and education	YES. This is hunting area of Friedkin so sometimes they offer assistance	No direct overlap with activities of this programme. Positive working relation
3. IIED	Water, education, leaders capacity building	YES they will work in the whole district	IIED works very complementary with the BSF Programme. They share an office with one of the partners, namely TNRF, which leads to an optimal collaboration. An example is the fact that IIED will make research data from the 4 villages available for the BSF programme
4. Ilaramatak	Livestock and livestock products (eg processing)	NO	Exchange on activities through LCDO

Actor(s) or Programme	Topics / Themes	Interventions in 4 villages?	Complementarity with BSF Programme? Way(s) of collaboration with the programme partners
	milk)		
5. LOOCIP / Sauti Moja	Development intervention and HIV/AIDS	Probably later	Currently no activities in same areas. LOOCIP is also a Longido- based NGO which exchanges a lot of information with our partner LCDO.
6. Mviwamo	Membership organisation of farmers and pastoralists	Initial stage, they have just started introducing activities to areas around Ketumbeine. No members yet in the 4 villages	Mviwamo would like to start a local network in these areas as it is very far from Namanga, where they have a local network (UUWANO). Due to limited capacity, Mviwamo is slow to move in the area. As Mviwamo is a partner of TRIAS in the DGDC funded programme, exchange and complementary working is easy to achieve.
7. Mwedo	Girls education	YES. They have sponsored some girls also in these	Programme partners can consider to collaborate with Mwedo to give scholarships to girls from vulnerable families (from the tourism revenues)

Actor(s) or Programme	Topics / Themes	Interventions in 4 villages?	Complementarity with BSF Programme? Way(s) of collaboration with the programme partners
		villages	
8. SNV	Support to Longido District Council on livestock and hides and skins	Not directly	TRIAS and SNV have a good working relation and regularly exchange progress of programmes and activities in their intervention areas.
9. Tembo	Micro-business education for women in 2 villages	NO	Exchange on activities through LCDO
10. Wodsta	Gender, lobby and advocacy	NO	Wodsta works in different villages (namely the intervention area of phase 1 of this programme). Exchange on programme progress is foreseen.

Other key NGOs with complimentary skills and capacity, which are operating in parts of Monduli and

Longido Districts near the target area, include Sand County Foundation and Vetaid. *Sand County Foundation* has expertise in natural resource management and community-based tourism, and actively collaborates on these issues with two of the programme partner organizations (UCRT and PWC) in Ngorongoro District, adjacent to the target area.

*Vetaid* is very active in community-based animal health work in pastoralist areas of northern Tanzania, including parts of Monduli District outside the target area as well as Simanjiro District to the south. They are not considered as a potential partner because they are not active in Longido District and don't plan to start up activities in this District. Vetaid has expanded on this work and now is working on livestock marketing issues with a similar approach to that developed by this proposal. These on-going activities provide a strong synergy with the livestock-related elements of this proposal and numerous opportunities for collaboration and added value between Vetaid's work in this area in other northern Tanzanian locales.

The main NGO interventions that take place in the neighbouring Ngorongoro District are the following:

- § Ereto: Restocking, water supply and HIV/AIDS
- § Oxfam Pastoralists' Programme: Food relief and security, education support and women income generating activities
- § Pastoralist Women's Council: Girls education, Women economic empowerment, violence against women

The first two mentioned organizations can support the TRIAS programme by sharing experiences and information based on areas of interventions. The existing relationships between PWC/UCRT with the two organizations will enable the programme to prosper

towards positive results through networking and linkages.

Through one of the partner organizations, the Tanzania Natural Resource Forum's (TNRF) Rangelands and Livelihoods Task Force, the programme will link to broader national and regional processes related to the formulation of key policies, laws, and government strategies impacting on smallholder pastoralist producers. Another key collaborator at the level of district and national policy advocacy is the *International Institute for Environment and Development (IIED)* Pastoral Civil Society Programme. This IIED initiative operates in Kenya, Uganda and Tanzania to strengthen pastoralist civil society organizations and works with them to develop effective strategies for influencing policy. The programme is based in Arusha and is active with a range of pastoralist and policy analysis and advocacy organizations in northern Tanzania.

In terms of policy issues and local livestock marketing, management, and animal health initiatives, the DANIDA-funded *ERETO* pastoralist programme, which operates in Ngorongoro District, will be an important link. *ERETO* is an active participant in the RLTF, so again TNRF will play a key role ensuring that the project capitalizes on the knowledge and experiences of this complimentary pastoralist development initiative.

A final key linkage for this programme will be the other TRIAS local economic development programme partners operating in an adjacent target area to the south in Monduli District (Kisongo and Manyara Divisions). This project (2008-2010) focuses on

supporting smallholder agricultural entrepreneurs, in a more agriculturally productive target area and this may provide opportunities for creating linkages and spreading lessons in a way that adds value between the two programmes. The programme will seek to capitalize on opportunities for networking and exchange of knowledge and experiences among smallholders in these two adjacent TRIAS projects. For example, this may be valuable for developing collaboration between the two programmes in relation to smallholder marketing, provision of micro-finance, organizational development and networking, and business training.

#### *2.4.3 Private sector actors*

Also important in terms of collaborative relationships will be private sector actors, for example with regards to certain programme activities such as promotion of community-based tourism and marketing of livestock. Important linkages include the Arusha Meat Company, marketing associations of smallholder producers in areas (e.g. Longido) adjacent to the target area and tour operators that are members of the Tanzania Association of Tour Operators (TATO). Private sector collaboration will be another mechanism for linking target area-level activities with broader policy and lobbying interventions.

### **3. Description of the project**

#### **3.1 Methods used for project identification**

The process for delineating this second phase programme involved extracting key lessons from the first phase project experiences; collecting new and updated forms of baseline and economic feasibility

information; carrying out district, ward and village level consultations; evaluating both prior and new programme partners; and formulating the new project strategy and logical framework in a participatory manner with the programme partner organizations. This second phase project proposal was prepared during June-November, 2007. Based on the key lessons and recommendations from the first phase (see Table 9), several initial review sessions were held with TRIAS staff followed by a review session of TRIAS together with the first phase partner organizations. The outcome of these sessions, together with a review of the TRIAS 2006-2012 organizational strategy and BSF criteria, provided initial parameters for conceptualizing the second phase project.

Criteria for selection of programme partners were developed using the TRIAS strategic guidelines for partner selection, augmented by the following criteria:

- Strong grassroots experience and organizational capacity to operate within rural pastoralist areas and Maasai communities;
- Deep understanding of pastoralist livelihoods in Tanzania, including resource use patterns, food security issues and institutional and policy issues;
- Extensive experience facilitating livestock, land and natural resource management and enterprise development within Tanzanian context;
- Demonstrated ability to develop and implement community-level projects in a strategic, participatory, and innovative manner. Among others based on existing reports of other programmes and recommendations of previous or other donors (which are available in the TRIAS regional office).

A working list of potential partners, including the two programme partners from the last year of the first phase programme, was developed and an assessment of organizational capacities was carried out, which is partly included as Annex 4.

As it is a second phase of the programme, TRIAS wanted to continue this programme within the Districts where the first programme phase took place, to guarantee an optimal consolidation of the investments of the first phase. As the former Monduli District was also a selected intervention area for the strategy of TRIAS, this became the selected District to choose a target area for the second phase of this programme. Criteria for target area selection within the former Monduli District were based on the following considerations:

- Official agreements made between the District Commissioner (DC) of Longido and the Regional Coordinator of TRIAS Tanzania after the termination of partnership between TRIAS and Cords. As Cords could guarantee a continuation of its activities of the first phase programme in the 'old villages', with other donor funds, the DC requested TRIAS to withdraw from these old intervention areas. The DC suggested to focus on Kitumbeine Ward, where the level of food insecurity is much higher than in the 'old villages';
- Recommendations from first phase programme evaluations to have a more limited project area (i.e. small number of villages) to foster programmatic focus and maximize impact;
- Relative socioeconomic marginalization and livelihood vulnerability compared to other areas in Monduli and Longido Districts, as based on:

- Presence of other service delivery or capacity-building NGO's
- Proximity to district headquarters or other peri-urban areas (i.e. physical remoteness)
- Quality of infrastructure
- Quality of social services
- Access to secondary livestock and agricultural markets
- Level of local livelihood vulnerability as a result of climatic and other environmental factors
- Identification of tangible economic and livelihood opportunities which would provide the logical basis for strengthening pastoralist production systems in terms of both security and market-based returns;
- Potential creation of value-added and networking opportunities with the TRIAS DGDC programme operating in the neighbouring Monduli District, by selecting an adjacent target area.

Following development of these criteria, local consultations and informal needs assessment were carried out with Longido and Monduli District officials and with village officials and community members in the potential target area. A baseline survey was carried out in order to develop greater understanding of local livelihoods, social services and economic activities (Annex 6 and 7). In order to lay the basis for a local economic development strategy, a market study was carried out analysing market opportunities and constraints in the livestock and community-based tourism sectors in Monduli and Longido Districts (Annex 5). It clearly delineated the significant opportunities that exist for smallholder entrepreneurs in the two districts in these growing sectors and provided an initial analysis of the main challenges and constraints.

After the of background information was analyzed, the target area identified, partners identified and general proposed programme strategy and activities delineated, dialogue was developed with the programme partners to develop the objectives and activities of the programme in a participatory and collaborative manner. Importantly, the interventions have been designed not only around the needs of the communities (in terms of livelihood vulnerability and the need for economic diversification), and around the TRIAS organizational strategy and BSF funding criteria, but also around the capacities and experiences of the new programme partners. The aim of this proposal was to be innovative in developing strategies for helping communities in the target area to become more food secure, by using their resource base to create new and enhanced livelihood opportunities, but also to do this in a way that builds on the expertise and knowledge base of the partner organizations and TRIAS.

Table 9: Inclusion of Mid-term Evaluation Recommendations in this Proposal

Recommendation	Implementation within the Proposal
1. To have a more holistic approach for the livestock component	The programme targets improvements in livestock production in the target area in a holistic manner and through a wide range of integrated interventions. The programme aims to improve the production and health services in order to strengthen productivity in the target area. It also addresses productive factors through village land use planning and the critical land tenure component of

	<p>pastoralist production by working to improve village land management capacity. A major emphasis is placed on improving market access, information and collective strategies by the target area producers. Institutionally, the programme addresses livestock production at village, district and national levels, strengthening village government institutions and working to mainstream local developmental concerns in district planning processes. The programme also addresses national policy factors.</p>
<p>2. To review committees that have been set and streamline them in 1 committee per village</p>	<p>There will be only one committee responsible for the project in each village. The main strategy is to strengthen the appropriate existing village governance institutions responsible for livestock, tourism and natural resource management through capacity building</p>
<p>3. To concentrate on workable area and have project basis</p>	<p>The proposed target area consists of only 4 contiguously located villages, all in Longido district. A map showing the villages is shown in annex 3</p>

closer to the area	
4. A closer collaboration with local authorities has to be looked at	One partner, LCDO possess strong links to the district governments and political representatives. LCDO will ensure effective collaboration among TRIAS, other partners, district administrative and political structures as well as other grassroots authorities. Moreover, in the current project coordination committee there is one representative from the district council
5. More involvement of the beneficiaries in the planning process	In the process of developing this proposal, the beneficiaries were very much consulted. The starting point was to revisit their already developed village plans. All their needs, which fall within the BSF support, were collected. The beneficiaries were then asked to prioritize their needs. Improvement of livestock productivity together with tourism ventures were priorities.
6. Activities should be based on feasibility studies	The process for developing activities for this second phase programme involved carrying out district, ward and village level consultations with District and village officials and community members in the potential target area. A baseline survey was carried out in order to develop greater understanding of local livelihoods, social services, and economic activities. A market study was carried out analysing market opportunities and constraints in the livestock and community-based tourism sectors in both districts.

7. Monitoring should tap the results of the activities	The existing M&E system will be improved, prior commencement of programme implementation. It will be designed so that indicators are developed at all levels. TRIAS will also use a proper system to keep record of collected data. The programme Coordinator of TRIAS will have a specific role of ensuring that the monitoring system is in place and operational.
8. To have a sound Project Advisory Committee (PAC)	Instead of having a PAC, the current proposal foresees to have a Programme Coordinating Committee (PCC). The committee will have representatives from the partner organizations, TRIAS, District authorities as well as the grassroots. Based on its composition, the PCC is expected to gather information from various levels leading to programme strengthening. The committee will have among other aspects a role of periodic programme monitoring and hence institute corrective measures as may deem necessary

In December 2008, an intensive review of this programme proposal took place, taking into account the recommendations made by BSF after analysing a first version of this proposal. The major changes made, were:

- Decision to have four target villages in Longido District only, rather than three in Longido and one in Monduli. Mfereji, the village in Monduli, will be served in another TRIAS programme. This makes coordination of the programme on District level much easier.

- Focus is put more strongly on food security and the target group is better defined
- A better insight in the ongoing programmes and activities of other stakeholders in the intervention area.
- Additional information is provided as per request of the donor.

### **3.2 General project strategy**

According to the 1996 World Food Summit: *"Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life"*. In this context, vulnerability can be defined as: *"The probability of an acute decline in food access, or consumption, often in reference to some critical value that defines minimum levels of human well being"*. Vulnerability represents *"defenselessness, insecurity and exposure to risks, shocks and stress ... and difficulty in coping with them."*

Vulnerability is a result not only of *exposure* to hazards—such as drought, conflict, extreme price fluctuations, and others— but also of underlying socioeconomic processes which serve to reduce the capacity of populations to *cope* with those hazards. The vulnerability status of any household or individual may change over time. The determinants of *coping capacity* include

- household levels of natural, physical/economic, and human assets,
- levels of household production,
- levels of income and consumption,

- Importantly, the ability to diversify sources of income and consumption to mitigate the effects of risks that households face at any given moment.

Assisting the poor marginalised target groups to bring them a higher level of food security, requires addressing existing developmental and livelihood challenges in the target area, responding to local needs for economic diversification and food security. This requires for this programme employing an approach which a) strengthens the existing livelihood system, which is in this case overwhelmingly livestock-based; and b) provides opportunities for income diversification to have more reliable income flows by using the existing human, organizational and natural resources in the target communities. This will reduce dependency on livestock.

The project's underlying strategy is therefore to strengthen the existing pastoralist livestock production system and to create new economic opportunities based on real market trends and opportunities available to pastoralist communities and individuals living in remote rural areas. In order to achieve this, the project will develop a holistic approach that builds local organizational and institutional capacity for managing lands and natural resources, as the foundation for nearly all livelihoods in this rural area.

The two sectors where the communities in the target area have substantial resources are livestock and tourism. Both represent substantial areas of potential market access and economic opportunity that can result in livelihood diversification and hence greater livelihood security on the part of the target communities. Both sectors present opportunities for

smallholders in the chosen areas where infrastructure is relatively poor and agriculture is not an option.

Livestock is the dominant livelihood activity for virtually all the households in the target area and therefore the focal point of developmental interventions for any pastoralist programme seeking to improve household food security. For the effectiveness and sustainability of the programme, it is essential to address livelihood challenges related to the main constraints (see 2.2), namely productivity, marketing and institutional constraints. Existing opportunities in the livestock sector, which the project aims to take advantage of, include:

- Expanding markets which are accessible to the target communities, including Longido and Arusha municipality;
- Effective models for livestock quality improvement and veterinary service provision which have been developed by one of the proposed project partners, Pastoralist Women's Council, in an adjacent pastoralist area;
- Existing strategies for linking local communities to policy-makers and processes at the district and national levels of government, coordinated by one of the project partners, Tanzania Natural Resource Forum;

The general project strategy for the component of livestock is therefore twofold, local and institutional. (1) Locally, the programme strengthens the market production chain of livestock by (1a) improving production to ensure improved quality and quantity for the market and by (1b) facilitating market access to existing markets; The program will adapt and develop effective marketing strategies, in collaboration with other organizations working to improve pastoralist

marketing of livestock products in adjacent areas (e.g. Vetaid, see section 2.4). This will improve the range of market options the pastoralist have for converting livestock into cash. On institutional level, the programme strengthens the lobby and advocacy power of target groups.

In addition to livestock, the other highly valued natural asset produced by this landscape is wildlife. Community-based tourism provides the means by which the target area residents may capitalize on these natural resources. The tourism industry is currently registering high rates of growth and investment. Many pastoralist villages have been able to record high levels of new and growing income from these activities and to manage them as partners with private operators through village level institutional partnerships. The programme can learn from these successful examples (see before). Tourism income will be generated at the collective (village government) level, where it will be used to invest in social services such as health and education and at the individual level through employment and sales of local goods and crafts.

In order to develop new livelihood opportunities from tourism, which is based on the sustainable management of the local resource base, as well as to integrate it with livestock production activities, a fundamental strategy of the project is to build village capacities, organizationally and institutionally, for natural resource management. This will be done in line with relevant government policies, district development objectives and capitalizing on the extensive 10 years experience that the UCRT possesses. This process will provide them with greater organizational and institutional capacity to manage their affairs and drive

their own development agenda after this project. Also for tourism, the institutional component of lobbying and advocacy is foreseen in the program.

It will be a challenge for the programme to ensure that the chosen target groups will benefit most of the efforts in tourism. It is a pitfall that the elites of the community become the most benefiting parties. One of the project partners, UCRT, has experience working at the community level to establish community-based tourism ventures in pastoralist communities in the region. In addition, SNV, the Dutch development cooperation organisation, has expertise and successful experience in Cultural Tourism Programs that benefit the poor target groups. UCRT has an established proven system of pro-poor eco-community tourism. The system has several built-in controls to avoid abuses. UCRT develops action plans with the villagers. These action plans will explicitly favor the social services and the most vulnerable people of the villages. Some examples of measures the villagers could decide to include in the action plans:

- To use a high percentage of the revenue to pay school fees for the poorest girls of the village (sponsorship system)
- To use a percentage of the revenue to buy treatments for HIV/AIDS patients

Another measure that UCRT takes in all tourism programs is to forbid cash payments, to avoid unacceptable spending of the extra income in the village. The payments have to be done through village accounts with regularly changing signatories. The village leaders will receive a financial management training to be able to manage these accounts properly.

There will be a participatory monitoring system to allow the villagers to control the spending of the income.

This pastoralist project adopts the strategy that the relevant institutional issues can and must be addressed in a collaborative and innovative manner. Establishing better linkages between local communities and policy-makers and decision-makers at district and national levels of government is a critical element in a programme such as this, which seeks to bolster the security of pastoralist livelihoods. For this reason, the Rangelands and Livelihoods Task Force of TNRF will play the linking role, facilitating local advocacy efforts as well as other collaborations with like-minded projects and organizations. These policy-related strategies will have the following central components:

- Transferring lessons learned with policy implications to district level and national policy-making processes;
- Facilitating engagement between local communities in the target area and district level decision-makers;
- Providing a forum for sharing ideas and refinement of strategies for improving agro-pastoral livelihoods, including between the project and other projects with similar objectives;

As for all TRIAS programmes, a final essential component of the project strategy will be to continuously invest in building the capacities of the partner organizations, particularly in terms of learning and information flows. The TNRF RLTF, as a centre of learning and collective engagement in pastoralist development issues, will provide a key organizational entry-point for the project to invest effectively in organizational capacity building of all the partner

organizations. TRIAS stipulated in its 2006-2012 strategy the priorities for the organisational development services that TRIAS offers to its partners during consolidation phases of programmes (like this second phase programme): high priority has to be given to organisational and financial sustainability activities and strategies of the partners.

Due to its nature, TNRF will also fulfil a kind of administrative coordinating role among the different implementing partners of the program. TRIAS facilitates the whole programme implementation and administration.

### **3.3 General and specific objectives**

The logical framework for the programme is provided in Annex 1. Chapters 3.3 and 3.4 describe the main elements of the programme logic.

The general objective for the programme is: *"Food and livelihood security for the target groups in Longido District and their active participation in local, social and economic development processes is enhanced in a sustainable way."*

The programme contains four specific objectives, under which expected results and activities are organized. The general and specific objectives are interconnected and are structured based on the overall TRIAS organizational strategy.

Specific Objective 1: *"The target group has more secure and diversified livelihood security through improved access to economic services."*

It aims primarily at improving livelihoods through appropriate interventions designed to strengthen and diversify the target communities' livelihoods. These interventions involve the livestock and tourism sector,

and aim to improve security from livestock production and to create new market opportunities in both sectors. It also includes activities to increase the capacity of the partners with respect to facilitating local economic development processes in these areas.

Specific Objective 2: *"Improved social development services for the target group through democratic and independent organisations."*

This objective involves building the organizational and institutional capacity of the target communities to direct their own developmental activities. It involves building the capacity of village governance institutions for managing the communities' lands and natural resources, as the foundation for resource-based local economic development strategies. This also includes improving the capacity of village government to manage revenues resulting from village tourism joint ventures and to invest them in community level social services in a democratic manner. Lastly, it also includes organizing local producers groups, which will play a key role in the production and market-based development activities falling under the first specific objective.

Specific Objective 3: *"Increased socio-economic and institutional leverage with respect to the target groups strategic interests."*

The development of local opportunities from livestock production and natural resources does not depend solely on the local resources and capacities. The enabling institutional environment, which is shaped primarily by governance and policy processes, is critically important. This specific objective involves the project's policy component, seeking to develop effective ways to influence the policy and institutional environment. Firstly, we seek to increase the capacity

of the target communities themselves to influence policy at the district government level, while secondly we seek to increase the capacity of the project partners to influence policy at the district and national levels.

Specific Objective 4: "*The way of working of TRIAS contributes to sustainability of the results of the partners.*"

This specific objective is solely concerned with TRIAS' organizational management and performance in coordinating the overall project and is in line with the TRIAS organizational strategy (section 2.3.3).

### **3.4 Expected results (ER) and activities**

ER 1.1: Improved quality of livestock

Improving the productivity of livestock is a fundamental element of strengthening the livelihoods with respect to food security and commercial marketing opportunities. The project does this by adapting the effective methodology developed by PWC in Loliondo Division for creating a Women's Solidarity Boma, which will serve as a mechanism for introducing new livestock breeds and distributing them to the community through sales and breeding. Main target groups are women, with special attention for the most marginalised women and other vulnerable groups in society. Among the activities:

- Several *study tours* to expose community members to other pastoralist communities' experiences with livestock breed improvement efforts; Process of analyzing key lessons and ideas from these initiatives
- Establish *Women's Solidarity Boma* with necessary infrastructure on suitable area in terms of water and forage conditions; this Boma will serve to introduce new breeds.

- Develop *protocols for distribution* of livestock from the Boma. Distribution through the community will be achieved by a) local livestock owners bringing heifers to the boma for breeding; b) selling improved animals from the boma at a reasonable price to individuals or producer groups.
- Dissemination is accompanied by *training* about care for these animals, including information regarding breeding, forage and disease factors.

Livestock disease is one of the critical constraints to the quality of the production throughout Tanzanian pastoralist communities, which should get the necessary attention in this project. The strategy for improving livestock health is two-fold.

- Create linkages between the whole community and *veterinary service providers*. This includes brokering a contractual arrangement. The project will guarantee the private service provider the market and will carry out a market demand survey (taking into account the needs of the most vulnerable target groups) accordingly as an initial activity.
- TNRF will play a role of linking the project to other organizations (e.g. ERETO, Vetaid) with resources and experiences relating to community-based animal health issues. The project will carry out training of *community health workers*, working together with other experienced organizations.

*Monitoring system* for performance of improved livestock will be developed with village governments, producer associations and facilitating partners, to provide feedback on the activities and enable adaptation of the investments accordingly.

PWC will play the lead role in these activities, with LCDO playing a supporting role at the village level in terms of facilitating field activities. TNRF RLTF will provide technical support to design a community-based improved breed performance monitoring system.

#### ER 1.2: Improved market accessibility and price of livestock.

This component will capitalize on Arusha Region's growing market for beef, which is based on pastoralist livestock. The project will target the Arusha municipal market, through the Arusha Abattoir, as its main *overall marketing strategy*. This market is readily accessible to pastoralist producers and offers prices up to 150 % greater than those in secondary markets such as Longido. Accessing these market gains requires the following programme activities, which are intended for the general public with special attention for members of the Women's Solidarity Boma and the responsible village leaders:

- *General awareness creation about market* structures and conditions for selling livestock products in regional markets and facilitate a dialogue about livestock marketing objectives and challenges in the community. This includes training and exchange visits to pastoralist livestock traders and producers in southern Kenya and Simanjiro District.
- Develop a *cooperative approach* to marketing livestock products. This is required to leverage the market power of producers and to develop a formal commercial relationship with Arusha Meat Company (AMC). Development of a demonstration 'Boma' where individual producers may sell their livestock to the producer association for sale on to AMC will be a part of this system. This centralized point of sale is

necessary for working with AMC, which will be responsible for transporting livestock from the target area to their abattoir, per their normal arrangements with producers in rural areas.

- For the above-mentioned activities, improving the information flows to local producers will be an important component of improving market access. The project will develop a *marketing communications system*, using simple technologies such as mobile phones. Micro-credit may be employed in order to enable producers to purchase mobile phones individually. This system will also address issues such as climate forecasting information obtained through regional meteorological services as to transmit this information to producers.

Under this expected result, the programme partners will also support the food security strategy of Longido District Council to sensitise villagers to sell cattle and use the money received to purchase cereals/food at the most favourable moments and store food for their families. LCDO, PWC and the District will lead the development of a participatory strategy for food storage in the communities. If needed, simple suitable storage facilities can be constructed.

The TNRF RLTF will provide a coordinating role with respect to collaboration and *information collection and analysis* within the context of livestock marketing activities. The RLTF will bring together the partners and other organizations working on similar marketing issues in nearby pastoralist areas to ensure sharing of lessons and added value amongst these complimentary efforts. This may include utilizing externally contracted technical support for more sophisticated market

analysis and business planning required to support the partners' efforts at the target area level. Building the knowledge of all partners and strengthening the coordinating role of the RLTF in this manner will contribute to the sustainability of these livestock marketing interventions.

An additional product that may present significant market opportunities is leather. The project will initially analyze leather market opportunities and work with key private sector (Asilia Leather) actors to develop a strategy if it is determined that significant market opportunities exist. This is an emerging market but unlike that for beef, the leather market is largely export-dependent which makes it more difficult to access, control prices, meet standards and integrate smallholder producers into the value chain.

PWC and LCDO will facilitate these activities at the target area level, while TNRF RLTF will play a role as a forum for marketing information collection and sharing, as well as for facilitating strong links with other collaborating organizations.

ER. 1.3: Improved benefits from community-based eco-tourism for the target group.

These activities intend to create new local economic opportunities from the expanding community-based tourism sector in northern Tanzania:

- Carrying out basic awareness-raising and training in the target area on tourism market trends, issues and opportunities for pastoralist communities. Study tours will be organized to visit leading community-based tourism initiatives in pastoralist villages. These tours will also include District government leaders to

- ensure their understanding of and support for these ventures.
- Market trends analysis to enhance terms of local understanding of tourism market issues and opportunities, a resource inventory of tourism assets.
  - Tourism development plans will be developed based on these studies, using private sector expertise through collaboration or contracting as necessary. Again using TRNF, through the Community-based Tourism Working Groups, as a central coordinating body for information sharing and forging of partnerships with other organizations or private companies.
  - Developing commercial tourism joint ventures. The key to the success of this outcome is the facilitation of strong business-based partnerships between the villages in the target area, through their corporate Village Councils and private sector tourism investors. Strong existing models for these types of ventures exist in many locales of northern Tanzania (see section 2.2 and Annex 5), and UCRT has extensive experience in facilitating such community-private partnerships.

Community-based tourism at the village level will be managed by the Village Council and village-private joint ventures will generate income, annual lease fees and per bed-night fees, to the Village Council which will then be spent on social services. Individual enterprise opportunities in terms of employment at camps or through sales of local goods and crafts will also be generated.

Development of village level tourism ventures (ER 1.3) will proceed in tandem with ER 2.1, as the

development of basic land use plans providing for the zoning of village lands to incorporate tourism developments and integrate them with traditional grazing patterns. Village-by laws will also provide the local institutional framework for managing tourism ventures.

After these tourism ventures will be initiated, continual capacity building will be carried out through skills training done in collaboration with other stakeholders and institutions will be strengthened to build effective community-private partnerships and local management capacity. Under ER 2.3, women's economic interests will be integrated through gender-specific training and income-generating activities (e.g. beads and craftwork) developed in concert with the tourism development process and associated market analyses.

UCRT will play the lead role, with LCDO playing a key role of linking local tourism developments to district level planning processes. TNRF will link the partners and target communities to tourism operators and other collaborators working on community-based tourism in pastoralist areas of northern Tanzania.

ER 1.4: The capacity of the partner organizations to provide business development and marketing services is strengthened.

The capacity of partner organizations for facilitating local economic development and service provision will be improved through a range of activities.

- Certain activities under ER 1.1 and 1.3, are based on well-proven methodologies developed by one of the project partners (PWC or UCRT). For these activities, an important focus will be to *transfer these skills to*

LCDO, which is the most 'local' partner in terms of having arisen out of the target area communities but lacks sufficient skills and capacity.

- For some activities under ER 1.2, related to more sophisticated livestock market analyses and business development planning processes, *all partners* need to improve skills and knowledge in certain key areas: value chain analyses, business planning and marketing strategies. These needs will be served by using the TNRF RLTF as a central coordinating hub for knowledge, information exchange, partner training and collaborative analysis. The RLTF will play the central role in terms of building the knowledge of the partners and bringing in knowledge from external sources, which may be deployed by the partners. This will play a key role in terms of facilitating constant learning and reflection on the project's strategy and outputs.

ER 2.1: Improved earnings from eco-tourism and other economic activities at village community level

The programme builds the long-term capacity of village institutions to manage the target communities' lands and resources in the interests of their sustainable development. This ER therefore provides a necessary foundation for the livelihood-strengthening strategies and activities elaborated in ER 1.1-1.3, and is closely interconnected and for planning purposes, integrated with those activities. UCRT will be the lead partner for those activities.

- At sub-village level, discussions will be held about threats, opportunities and constraints relating to the village customary land use patterns, resource base and environmental assets and formulating

sustainable management strategies. Issues relating to livestock pasture, water sources and minerals, as well as tourism and wildlife management, will be addressed in an integrated manner to lay the basis for expanding economic opportunities.

- Villages will have their boundaries surveyed and obtain Certificates of Village Lands according to the procedures described in the 1999 Village Land Act. This step is required by law to formalize community land tenure and is important in pastoralist areas to secure land rights and avoid future conflicts.
- Village land and natural resource use and management plans, with supporting village by-laws, will be developed in a participatory manner involving the entire community including all social groups. This process involves carrying out awareness-raising on the land use planning process.
- Village governments receive training on legal and policy issues revolving around land tenure, designed to increase their capacity to address key issues affecting the community. Gender will be integrated into these activities.
- The appropriate village-level institutions- including village land councils and adjudication committees required under the Village Land Act and the village natural resource committee and livestock committee- will be established (where needed) and strengthened through training and knowledge-building. Linkages of village level plans and regulations to district planning processes will be established and strengthened.

ER 2.2: Capacity of target area communities to manage financial resources and invest in social services is increased.

A key outcome of activities under ER 2.1 and 1.3 is that the target communities' village governments will increase their revenue receipts from the tourism joint ventures, a collective communal resource, as with tourism ventures on pastoralist lands elsewhere in northern Tanzania. Thus, its ultimate impact on local livelihoods will depend on the performance of the village governments to invest these resources effectively in service provision to the communities. The project will work to build the capacity of the target communities to manage revenues and invest in village-level social services, which will benefit especially the most vulnerable target groups.

The project will invest in training Village Councils and Assemblies in accounting and project management and work with the community to develop transparent procedures for reporting revenue received by the village government to their community. Training will be carried out through village seminars as well as study tours to nearby areas with over a decade experience. UCRT will play the lead role in these activities, building on their extensive work in this area in nearby pastoralist communities.

ER 2.3: Management capacity of the livestock keepers and gender-based groups for diversified livelihood security is strengthened.

Community organizations for undertaking productive and business activities will be built throughout the programme. These activities will be linked to the activities under ER 1.1-1.3, as these groups will largely serve as the organizational mechanism for implementing the plans and strategies.

- Livestock producers groups will be formed for organizing local pastoralist producers and leveraging access into markets for livestock products. These groups will take the lead role at the target area level for implementing the business plans developed under ER 1.2. These groups will be based on traditional age-set groupings, which provide the basis for collaboration among pastoralists. The producers will receive, after a needs assessment, the necessary training on business skills, marketing and financial management.
- Women's economic interests will be addressed most directly by working with women's groups to develop gender-specific marketing strategies and business plans for products such as milk and hides. New income generating activities for women can be introduced (linked to livestock and tourism), strengthened by training on business skills, marketing and financial management.
- Micro-credit schemes will be developed and implemented for the different groups, to make the necessary capital available for their business plans to diversify their livelihoods.

PWC and LCDO will play the lead role in carrying out these organizational activities, and will fully integrate them with activities under ER 1.1-1.3.

ER 2.4 More respect by villagers for vulnerable target groups as women and HIV/AIDS victims  
 As a contribution to improved social development services, it is crucial that some of vulnerable target groups get more respect in society, especially (marginalised) women and HIV/AIDS victims. On the one hand, the partners will integrate gender and

HIV/AIDS in all other programme activities. On the other hand, this ER combines some specific activities:

- Representatives from the local communities, men and women, who have decided to apply in their own families different gender relations that favour girls and women, will testify on their decisions and experiences. This will lead to discussions with the villagers and inspire them to apply new practices. LCDO, as a local partner, will take care of these activities, supported by PWC.
- Awareness creation and education on HIV/AIDS will be tackled by District staff, in a cost sharing system with the programme partners. One objective is to erase the stigma on HIV/AIDS victims. The link with the District for organising this activity will be made by LCDO.

ER 3.1: The target community is empowered to influence policy processes at district level through networking and lobbying.

This ER is to enhance the ability of the communities to influence policy and social service delivery at the level of district government. This issue is therefore a crosscutting one with respect to activities under all previous ER's. Activities involve training the target communities- through their various customary and formal organizations and institutions- in key policy and governance issues, which will enable them to understand how district decision-making processes affect their livelihoods. Of particular importance are budgeting processes and the project will carry out budget tracking training exercises at village level, using methodologies developed in other parts of Tanzania and employed by various civil society organizations. Training activities will develop a local level dialogue on

how to formulate effective lobbying and networking strategies for influencing district policies decisions, which will be implemented in an adaptive manner.

All four partners will play roles in these activities. LCDO will play a key role in linking the target area with district decision-makers and political representatives. TNRF will utilize its Community Forums programme to train customary pastoralist institutions on key policy-related issues and facilitate collective action on governance issues by these local institutions.

ER 3.2: All partner organizations have improved capacity to influence policy processes at district and national levels.

This ER is directed at the same institutional issues as ER 3.1, but it seeks to build the capacity of the partners for networking and advocacy through a range of capacity-building activities. Strategies for advocacy will be developed by the partners and integrated into their organizational strategies and planning frameworks. This will include engagement in (inter)national policy networks as required. These strategies will target district development planning processes as well as national laws and policies that affect pastoralist livelihoods in key ways.

TNRF will play the lead role in this ER, through the RLTF and its other working groups, working to address policy issues at the national and district level. Training activities for the partners will be organized through these bodies and will contribute to the long-term sustainability of capacity-building interventions.

ER 4.1: Efficiency and effectiveness of local partner organisations increased through support of TRIAS.

- TRIAS and the programme partners will form the PCC.
- They will develop additional protocols for M&E in a participatory and adaptive manner. The coordinating programme officer will be hired by TRIAS and infrastructure for programme management put in place by all the partners. The initial period of programme implementation will involve developing a more detailed schedule for programme activities, with the full participation of the target area communities, collaborating organizations and the district governments. Partners will develop their own coordinating mechanisms for jointly implementing the activities described herein, which will be necessary for implementing the programme. TRIAS will conduct multi-disciplinary monitoring visits and annual monitoring PRA's are planned. TRIAS will also ensure timely and quality mid- and end-term evaluations of the programme.
- The collaboration with the District and the Villages will be formalised through an MOU, in which the focus, target groups and exit strategy will be clearly spelt out.
- TRIAS advisor focuses on capacity building of the partners according to the organisational capacity needs, related to financial and organisational sustainability, planning, monitoring and evaluation.

### **3.5 Phase out and exit strategy**

This second phase of the pastoralist programme is also the last phase, the consolidation phase. After five years this programme will be finished. It is the responsibility of TRIAS and partners to ensure a logic flow in the

programme design, so that the programme will be closed after a proper phasing out. For reasons of programme ownership, it is important that all actors involved are aware of this time limitation. This is necessary to avoid unrealistic expectations. All interventions of the programme should reach their impact within the programme period. After the programme, beneficiaries have to be able to go on without support of TRIAS or partners and the partners have to be able to continue without support of TRIAS. Also the ownership of investments and rolling funds will be made clear to the involved stakeholders. For the partners this ownership is described in the Programme Conventions with TRIAS and for the beneficiaries this is included in the Memorandum of Understanding.

Towards the end of the programme, a stakeholders workshop will be organised to discuss the exit of the programme in depth. This workshop will involve the beneficiaries, the Village Councils, Ward development committees including the Ward Councillor and the Ward Executive Officer, the district council including the livestock department and the NGO's active in the area.

PWC will organise over the five years of the programme a series of target groups trainings to build and enhance their capacities to take charge of the programme components of PWC after the end of the programme. This includes mainly the ownership and management of the Women's Solidarity Boma and the cross breed animals that produce higher quality meat and milk. The registered cooperative livestock associations will take over the responsibilities for these activities after 5 years, following the same procedures as successfully applied before in similar projects of PWC.

UCRT's activities will have the following logic to ensure a smooth exit after five years.

- \* Community Based Natural Resource Management.
  - § Impart sense of ownership of to community from the outset
  - § Establish village institutions through local government reform programme
  - § Train village institutions on their roles and responsibilities
  - § Village general assemblies will take over and continue activities related to Natural Resource Management after the end of the programme.
- \* Community Based Eco-tourism
  - § Facilitate formation of village Natural Resource Committee in each village
  - § Train Village Institutions on roles and responsibilities in relation to eco-tourism assets in village lands
  - § Build the capacity of village general assemblies to be able to make any changes to the village committees related to eco-tourism
  - § Build the capacity of the village councils on financial management and accountability, especially related to the eco-tourism. These councils remain responsible after the end of the programme.
- \* Community Capacity Building
  - § To impart the sense of ownership of the projects from the beginning of the programme
  - § Build the capacity of all Village Institutions on their roles and responsibilities when exercising their powers

TNRF's activities will have the following logic to ensure a smooth exit after five years.

#### ER 1.4 Strengthening business and marketing services of partners

- § Introduction of the concept and identify needs of the involved partners

- § Training of partners

- § Partners improve the training of the villagers based on the concepts of the training

- § Communities have improved access to business development and marketing services

- § After the programme, the target communities are capable of accessing the business development and marketing strategies whenever needed.

#### ER 3.1 Community empowerment to influence policy at the district

- § Formation of lobby groups

- § Thorough training on policy processes

- § Training on Public Expenditure Tracking System

- § Development of Public Expenditure Tracking system

- § After the programme, the trained lobby groups are well organized and participate in policy processes at district level

#### ER 3.2 Improved capacity of partners to influence policies at district and national level

- § Introducing the concept of policy and networking to the partners

- § (Increased) participation of partners on policy influencing process

- § Integration of policy and advocacy strategies into partners strategic planning

- § After the programme, partners have fully operational policy and lobbying strategies and capable of influencing policies at district and national level.

LCDO fulfills a supportive role to the activities in which PWC and UCRT take a lead and will follow their exit strategies. At the same time, PWC and UCRT are building the capacities of LCDO so that they, as a grassroots based organisation, can provide the necessary support to the beneficiaries and to other target groups in Longido District after the end of this programme.

Also TRIAS applies an exit strategy towards the implementing partners, to strengthen their capacities on the long term. The programme advisor of TRIAS gradually shifts responsibilities and task of coordination, administration, monitoring and evaluation towards the implementing partners, over the five years of the programme.

In chapter "3.7.5 Sustainability", more relevant information on phase out is included.

### **3.6 Time table for execution**

A timetable for execution of the project is provided in Annex 2, and is based on the results and activities described in the logical framework provided in Annex 1. A guiding principle of this programme will be the use of adaptive management strategies to adjust the programme's activities based on feedback from experiences and the views of partners, collaborators and target communities.

### **3.7 Cross Cutting Issues**

There are five cross-cutting issues interwoven in the programme, namely: Gender, fighting HIV/AIDS, participation & empowerment, sustainability and environment. These are the four cross-cutting issues of the TRIAS strategy, together with the topic

'environment', which is added because of the vulnerability of the intervention area.

### *3.7.1 Gender*

It is recognized that gender equality is essential for achieving effective long-term economic development, food security and social justice. It is also a reality that pastoralist communities such as those in the programme's target area maintain traditional institutions and customs that, although changing in some instances, retard the goal of gender equity.

The programme design treats this critical gender issue in two ways. First, the programme integrates gender concerns into each set of results and activities. For example, ensuring women's participation is an essential part of the process of formulating effective village land use plans and by-laws, as is ensuring women's participation on village committees and local governing institutions. These issues will therefore be integrated into programmatic activities (in this case, those under logical framework result no. 1). Similarly, women's participation and economic development will be integrated within the broader set of activities aiming to improve target area income from livestock and tourism. For example, women's groups will be specifically targeted with micro-credit extension enabling women to own and produce livestock, based on a successful programme of one of the partner organizations (PWC) in an adjacent district. PWC is a women's membership organization and one of the main programme partners, which will ensure that gender activities and issues are effectively integrated into all programme activities of all partners.

Especially at the introduction phase of activities that are intended for women, men should be informed

properly on the activities and the benefits. Without 'permission' of the husband, the wife will not be able to participate fully in the activities.

Secondly, there are foreseen special activities targeting women's position in the intervention areas, as to contribute to a better gender balance in the villages. The activities of the women solidarity boma are directed to the most vulnerable women. These women will also receive business skills training.

Based on the gender analysis of the intervention area, it is also decided to include gender awareness trainings in the programme. It is noticed that there are a few exposed men and women in each of the villages, who have chosen for different gender relations in their own families. The gender awareness sessions will make use of these exposed people, to share their views and opinions with the other beneficiaries. This method is based on a successful programme of Care International in Burundi, named '*Abatangamuco, The enlightened combatants*'. The method will make use of "enlightened" exposed men and women from the local communities, for example from our partner LCDO. These people will share about their own experiences and explain why they decided to deal differently with their daughters and wives than the traditional Maasai culture does. Such a personal testimonies from people who are close by the villages, bring a very direct message to the target groups. LCDO will take a lead in these activities, supported by PWC.

### *3.7.2 Fighting HIV-AIDS*

HIV-AIDS is a cross-cutting issue because of the tremendous social and economic implications that the HIV-AIDS pandemic presents. It ranks second to malaria as killer disease in Longido District. Maasai

communities are considered particularly at risk from HIV-AIDS because of cultural practices and relations, as well as from growing urban-rural migration and interchange. Cultural practices which place these communities at risk include polygamy, pre-marital sexual encounters between young warriors and unmarried girls, female genital mutilation, and the tradition of 'inheritance' of wives who are widowed, by their former husband's siblings.

As with gender issues, the approach to HIV-AIDS taken here is to integrate and mainstream it within the basic sets of results and activities described in the logical framework. HIV-AIDS awareness raising will be incorporated into ALL community awareness-raising, training and gender empowerment activities carried out during the course of the programme. This is an important point of attention for all partners. This approach of mainstreaming the topic in all other activities was also confirmed by the experience of Vetaid as the most efficient way to tackle this challenge in programmes for Pastoralist Communities.

On top of the mainstreaming, the programme will organise specific activities around HIV/AIDS, in collaboration with the Longido District Council, who has ongoing activities on this topic. The activities will be organised in a system of cost sharing. The district will provide the trained staff and the knowledge, the programme partners will provide the transport and other necessary logistics to bring the District staff to the 4 intervention villages. We aim to organise at least one awareness raising training per village per year, for more or less 25 people (including village leaders). LCDO is the responsible partner for these activities

### *3.7.3 Participation and Empowerment*

Effective development interventions are those which empower impoverished and marginalized individuals and communities to take charge of their lives based on their own interests, knowledge, and aspirations. This programme is designed to facilitate that process of empowerment through an active collaborative process guided by the donor, partner organizations and target communities in a participatory manner. The programme will serve to empower the target communities in the following basic ways:

- By consistently emphasizing the transfer of knowledge and skills to the target communities
- By ensuring that the entire programme, including operational activities and targets, is developed in a participatory manner;
- By ensuring that target communities are able to provide feedback to the programme as a component of M&E systems;
- By building the target communities' institutional capacity to independently manage the lands and resources that their livelihoods depend upon;
- By taking an entrepreneurship-based approach that will build self-sufficient local enterprises and productive networks of commerce.

These empowerment-related issues are integrated into the programme's objectives and activities (logical framework) as well as its M&E system.

### *3.7.4 Environment*

The programme seeks to support local environmental traditional knowledge and institutions as a foundation for local economic development. The programme will aim to strengthen local environmental and natural

resource management institutions, for example through strengthening village government institutions and through training on local land tenure rights. The process of participatory land use planning and development of village by-laws will substantially improve local level environmental management and regulation.

Both livestock production and tourism enterprises are dependent on sustainable environmental management and community-based conservation practices. Improved incomes from these sectors will create incentives at the community level for long-term environmental protection in a way that supports local livelihoods. The programme strategy will therefore contribute in multiple ways to enhanced environmental sustainability at the level of the target communities. According to the local indigenous knowledge and understanding, the carrying capacity of the environment in the four villages is not in danger and will also not be brought in danger by this 5 year programme. The partners will document the traditional systems of grazing pasture sharing over the boundaries of the villages. This kind of indigenous systems protects the natural environment. Livestock as well as wildlife are mobile and don't stay permanently within the four villages, so the burden on the intervention area is limited.

It is also important to realise that the productivity of livestock will go up because of the programme but this component will go hand in hand with improved marketing. This will lead to a status quo or minor increase in number of livestock.

In addition, by linking local livelihoods to broader district planning and national policy formulation processes, the programme recognizes that environmental issues and institutions at these higher scales must also be addressed. The programme will contribute to environmental sustainability in both the target area and more broadly by addressing the importance of policy processes to these issues.

### *3.7.5 Sustainability*

The sustainability of the programme's interventions is a critical aspect of its overall effectiveness. The issue of sustainability is integrated into the overall programme design and logical framework structure. We can distinguish between sustainability on the level of the beneficiaries and the partners.

First concern is sustainability on the level of the beneficiaries. A first aspect to ensure both short and long-term acceptance of project activities and sustainability of the project results is the participatory approach of the project, whereby project activities are planned, implemented and reviewed jointly with the beneficiaries and related stakeholders. Involvement of the target group in all phases of the project cycle installs the sense of ownership by the beneficiaries. Voluntarily, they will have contributed from their own limited resources. Management of activities is gradually transferred to the target groups as explained in the exit strategy, supported by needed capacity building. The implementing partners only support them in achieving their own livelihood goals. Results, changes and improvements are thus realized by the target groups themselves, being a major guarantee for continuity.

The continuance of activities after the end of the programme is also founded on the promoted community structures/committees. The programme will establish grass root structures to oversee the programme interventions. The committees will be supported with relevant capacity building services to equip them with necessary skills to undertake their roles. The capacitated committees are expected to continue with their roles even beyond programme conclusion and hence sustainability of the programme. During programme implementation a close collaboration will be established among the committees and relevant government departments (livestock, community development, natural resources, etc.). Committee members will remain linked with local government and the partners through exchange meetings and contacts. Also there will be an increased networking and collaboration between the government and other actors in the intervention areas.

A focus throughout the different results and activities clusters is institutional capacity building and training (i.e. transfer of knowledge) at the community and household level. This will work to ensure that the target communities' capacity to engage in successful commercial enterprises over the long term is enhanced in a sustainable way.

Financially, the funding provisions for the implementation of the needed activities after the end of the project vary among the various activities and the responsible actors. After the end of the project, accumulated income from the SACCOS, that is, interests accrued from the credits will be used for continuation of provision of loans. By creating an enabling institutional environment for example,

through lobbying with the Members of Parliament and councilors, it is anticipated that resources will be obtained from support organizations/ institutions (Government, other NGOs, private sector, etc.) based in Tanzania.

In addition, selection of programme partner organizations has been done with a strong emphasis on grassroots presence and linkages. This will also contribute to the sustainability of the programme; for example, the partner organization based in Longido (LCDO) has a long-term relationship with the target communities and will continue to operate in the area beyond the end of this programme cycle. This is a further rationale for the emphasis in the programme design on building the capacity of the partner organizations.

The programme integrates its activities with Longido District planning processes so as to promote institutional sustainability of the programme's benefits and activities.

Secondly it is crucial to pay enough attention to sustainability on the level of the partners. Institutional sustainability of the implementing partners is expected through strengthening of their capacity. Partners will be trained in the appropriate areas as determined during the organizational capacity assessment. Besides the capacity needs identified, TRIAS will continue to build the knowledge and capacity of partners on participatory approaches and project management so as to enhance their skills and efficiency. Close collaboration will be established among the individuals, community structures and local government structures which are very instrumental for the continuation of interventions. Similarly, specific

institutional development support will be structurally integrated in the project. Together with the fact that the project partners have the pastoralists issues central to their mission and the project will have strengthened their capacity for implementation, provides evidence that they will continue to implement similar activities in broader defined or different locations.

It is a fact that financial sustainability is and remains the main challenge for most NGO's in Tanzania. The four partners are independent organizations with their own strategies and policies. Three of the four partners are well established organizations with strategies in place. They have a strategic plan which includes a chapter on the budget and on fundraising strategies. It is also important that TRIAS pays special attention to capacity building activities for partners related to financial sustainability, especially during consolidation phases of programs. Basically there are three ways to work on financial sustainability, which the TRIAS advisor will explore intensively with each of the partners:

- o To introduce measures to improve *cost effectiveness* in the way of working. This can be done for example through cost sharing or cost recovery. Communities will be mobilized to contribute initial capital and other fees from their own pockets like in initiating income generating activities, paying of local facilitators, etc. This will create more sense of ownership.
- o To apply *donor diversification* to have a more secured basis of funding. This includes exploring local sources of funds (fundraising) and seeking funds from financial institutions locally as well as internationally.

- o To have own *income generating activities*. NGO's are legally allowed to have income generating activities, as long as the generated income is used to serve the mission and objectives of the organization. Legal implications have to be examined careful whenever engaging in such an activities. Examples of income generating activities are to offer services at a fee; to develop new product packages for sale (i.e. training manuals, linkage fees and commission). These measures create seed funds for continuation with future activities.

### Examples from the partners

Some partners (e.g. TNRF) are membership organizations and hence members contribute annually membership fee. The fee covers a small part of the operation cost of their offices. A second element in covering the operation costs of their offices are income generating projects. This is a major strategy for decreasing in the medium term the dependency of these organizations from foreign donors.

TNRF has further opted for a strategy of conducting its operations in partnership with other organizations and institutions. This strategy assists to control expenditures and increase efficiency amongst others due to experience exchange. Working in partnerships has proved to minimize budget requirements and easier to obtain financial assistance both from local actors and foreign donors. In addition, this comprises a firm funding diversification practice.

UCRT developed a five years strategic plan, 2006 till 2011. The following strategies are planned to secure funds for the organization: develop a fund raising strategy; build the capacity of UCRT staff on proposal

writing skills; facilitate community's contribution to development projects; Publicize UCRT's programme work. The TRIAS advisor will assist UCRT in the implementation of these strategies

LCDO is a young community based organisation. The organisational capacity assessment conducted shows that financial sustainability is their main organisational challenge. LCDO commits itself to engage on different funding strategies, with support of the TRIAS advisor:

- § Write a detailed financial strategic plan.
- § Establishment of system for contributions by the beneficiaries.
- § Built interest of the hunting and photographic companies in the villages to contribute yearly direct to the development account of the villages.
- Donor diversification: Seeking financial support from other willing stakeholders such as the District Council, donors etc

### **3.8 Institutional organisation for project implementation**

#### *3.8.1 Role of TRIAS*

TRIAS Tanzania formulated in its strategy an envisioning statement on its own role and added value, namely: "*TRIAS Tanzania is acknowledged for supporting partners to become strong actors in local economic development processes, to reach sustainable impact on organised small-scale farmers and entrepreneurs*". TRIAS fulfils several roles in all its programmes, so also in this BSF-programme.

##### *1. Facilitation of LED-processes*

- Advise on coordination of TRIAS programmes: responsibility for the overall programme administration of the programmes. Each of the partners is responsible for its own contribution in this administration. The

advisor facilitates and gives advice on collaboration between the partners and with other stakeholders. The coordinating role in the field is in hands of the partners.

As capacity building of partners is a crucial component of the TRIAS-programmes, the programme advisor is also responsible for the follow up of the capacity building activities of the implementing partners. Also guarding the cross-cutting issues is a part of the tasks of the programme advisor.

- Initiating the value chain approach of an economic sub sector: Support to economic sectors needs a holistic approach. Given that the value chain approach is such a holistic approach the focus of TRIAS Tanzania is on a few economic sub-sectors; in this case on livestock and on tourism.

- Networking and linking: TRIAS has to network with other important actors and at the same time build the capacity of partners in networking. For example, the collaboration with the local government is formalised in a MOU.

### *2. Facilitation of exchange processes*

- TRIAS organizes regular partner meetings for exchange purposes so that the different programmes can exchange their lessons learned

- Exchange visits among different intervention areas and programmes

- M&E moments to systematize lessons learned and share them with others.

- Exchange of experience with TRIAS partners in other countries

### *3. Funding of partners*

TRIAS has long term complementary partnerships to implement programmes and reach its target groups. TRIAS channels funds from its donors to its partners to

support their development and the implementation of their activities within the framework of programmes.

#### *4. Advisory services*

Apart from funding, partner organizations receive advisory and facilitation services on a number of OD issues on the spot for example by way of individual coaching and guiding of management, board, employees or by organizing workshops, meetings et cetera for all the staff of the organization. The following types of advice are provided:

- Technical advice directly linked the programme cycle management.
- Advise on OD, with the emphasis on process facilitation. For a more in-depth advice about specific topics, outside training or consultancy is an option. In this BSF programme, which is a consolidation phase, TRIAS focuses the attention on strengthening the organizational and financial sustainability of the partners. This is a strategic choice for all consolidation phase-programmes.
- Advise on technical economic issues, for example microfinance, marketing, business development, regional commercialization, pastoralism etc

#### *5. Strategic alliances.*

Trias Tanzania searches for opportunities to build up strategic alliances to strengthen its own expertise, objectives and scope of activities and enable partners to gain knowledge and expertise from such alliances. The main aim of these strategic alliances is to avoid duplication of efforts.

#### *6. Quality control*

TRIAS Tanzania enhances the quality of the programmes implemented by its partners and by TRIAS itself through an elaborated system of reporting, monitoring visits and evaluations. A comprehensive

PME system assists in raising the efficiency, effectiveness and impact. Quality control also refers to control on correct spending of the funds by the implementing partners. This is necessary because TRIAS is final responsible towards the co-financing institutions. The monitoring visits are done by a multidisciplinary team, including at least the advisor and the financial officer.

Who is who?

The *Regional Coordinator* sees to it that there is coherence and consistency in the package of services delivered to the partner organizations. It is the role of the Regional Coordinator to manage the regional team.

The *Programme Advisor* should ensure that all administrative matters with respect to the programme are adhered to as per the guidelines of Trias, this includes the financial reporting by partner organizations and the application of financial guidelines of Trias developed for partner organizations.

The *Finance & Administration Officer* needs to ensure that all financial matters are taken care of. The Finance & Administration Officer has to provide support at the level of the partner financial reporting and application of guidelines and see to it that all other administrative services are adhered to as per the needs of the Regional Office. Funds are dispersed to partners according to agreed timetables and logistical arrangements, and adequate backstopping is provided.

*Thematic Services.* There is expertise available in TRIAS, among the advisors, on Local Economic Development Strategy (Value Chain, Microfinance, Business Development, Marketing, Membership Organization) and on OD and ID issues.

*Office Administration and Support Services.* These are needed for the running of Regional Office. This set of services accounts for the running of the information and communication systems and its logistics and technical (repairs) needs to outright security of the office premises.

### *3.8.2 Role of Partners*

The main implementation role will be executed by four local organizations, all of which are new partners to TRIAS. The selection of new partners has been necessitated by the selection of the relatively remote and marginalized target area and the criteria for partner selection (see 3.1). The two partners carried over from the first phase programme (WODSTA and MWEDO) were both gender-based organizations based in Arusha with limited capacity to carry out a holistic livelihood-based programme as has been developed for this second phase.

The rationale for selecting four new partner organization is based on the following:

- Need for a stronger grassroots capacity and expertise in organizational capacity-building and enterprise facilitation in livestock and tourism;
- Need for partner organizations which could take the lead role in facilitating the local economic development processes in the Maasai target communities;
- Need for a partner with the ability to link the target area and lead field partners with district and national policy processes for purposes of lobbying;
- Need for a partner organization with a strong existing linkage to the Longido District government and local political representation;

- While either of the two organizations from the first phase programme could have played the role of working on gender-related issues, it was decided to select another gender-based Maasai women's organization (PWC) which is membership-based, has a proven track record in an adjacent district, and which has pre-existing collaborative relationships with two of the other partners.

It was determined to design the second phase programme with four new partner organizations with the roles as described below. Importantly, in order to avoid some of the problems of the first phase programme, particularly the issues of a) lack of coordination of activities among partners and b) lack of integration of programme activities with village and district government processes, a strong emphasis has been placed in second phase programme design on selecting partners with *pre-existing successful collaborative relationships*. We hope that this will lead to a more harmonious programme implementation.

All partners have the following responsibilities relating to the programme:

- Execution of activities and achieving results as indicated in Annex 1 and 2;
- Reporting (both narrative and financial) to the regional office of TRIAS in Arusha on the progress of the programme using the TRIAS and BSF format as it is stipulated in the partnership agreement and yearly conventions;
- Informing TRIAS and BSF if information asked regarding the programme.

On the next page, there is included a visualisation of the different roles and ways of collaborating among the

programme partners. Table 10 provides a depiction of the division of roles in the programme amongst the partner organizations, based on their respective expertise and capacities.

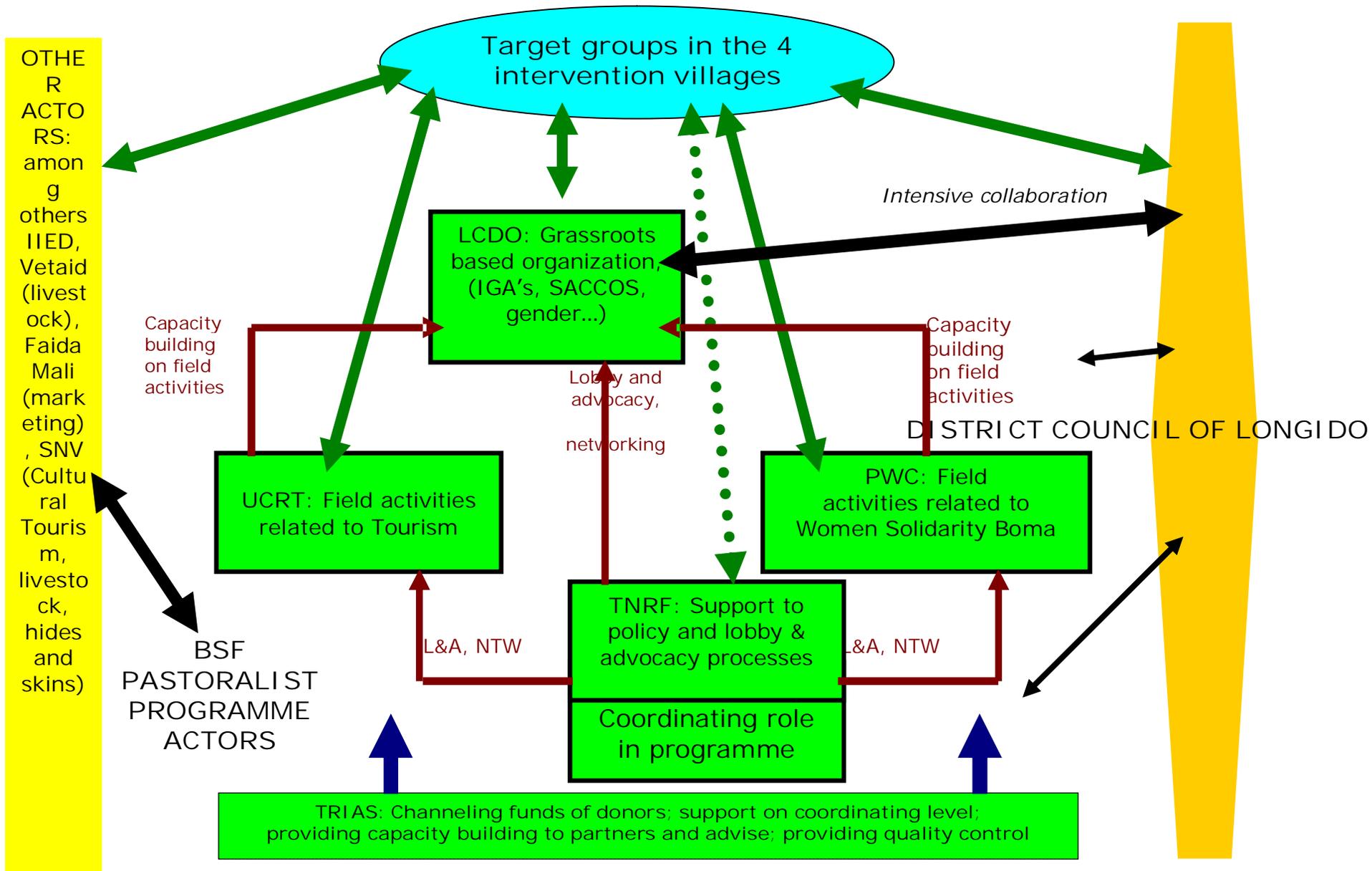


Table 10: Roles of partner organisations and TRIAS

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
<p>UCRT</p> <p>Ujamaa Community Resource Trust</p>	<ul style="list-style-type: none"> <li>- Grassroots organization al capacity building in pastoralist communities</li> <li>- Facilitating community-based land and natural resource management</li> <li>- Lobbying for community rights at district level</li> </ul>	<p>Lead role facilitating field activities in the target area, including activities related to:</p> <ul style="list-style-type: none"> <li>- Enterprise development and marketing strategies for tourism</li> <li>- Community organizational strengthening, mainly for tourism and natural resource management</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building of LCDO as to enable them to implement similar grassroot activities in the future in Longido District</li> <li>- Working with other partners on lobbying and institutional leveraging of the target groups</li> </ul>
<p>PWC</p>	<p>Women's</p>	<p>Lead role facilitating</p>	<ul style="list-style-type: none"> <li>- Capacity building of</li> </ul>

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
Pastoralist Women's Council	social empowerment and economic development in Maasai communities	<p>gender-based components of all field activities in the target area,</p> <ul style="list-style-type: none"> <li>- Livestock productivity improvement (women's solidarity boma)</li> <li>- Livestock health services improvement</li> <li>- Development of marketing strategies/ systems and business plans for livestock,</li> <li>- Strengthening of community gender based groups</li> <li>- Develop micro-credit schemes for groups</li> </ul>	<p>LCDO as to enable them to implement similar gender grassroot activities in the future in Longido District</p> <ul style="list-style-type: none"> <li>- Collaborating with other partners on gender issues so as to address them in an integrated manner</li> </ul>

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
<p data-bbox="172 435 296 472">LCDO</p> <p data-bbox="172 532 443 716">Longido Community Development Organization</p>	<p data-bbox="495 435 806 764">Local knowledge of development and socio-political issues within Longido District</p>	<p data-bbox="842 435 1388 618">Supporting and gradually co-facilitating field activities implemented by UCRT and PWC, related to:</p> <ul data-bbox="842 630 1388 1252" style="list-style-type: none"> <li>- Care and management of improved livestock</li> <li>- Animal health care services</li> <li>- Marketing and business development</li> <li>- Develop centralised demonstration boma</li> <li>- Awareness raising on tourism opportunities</li> <li>- Livestock producer associations</li> <li>- Gender and HIV/AIDS</li> </ul> <p data-bbox="842 1263 1388 1349">Facilitating district government support for</p>	<p data-bbox="1421 435 1913 667">Integrating programme activities from the target area in district planning and development processes;</p>

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
		target communities' developmental interests	
<p><b>TNRF</b></p> <p>Tanzania Natural Resource Forum</p>	<p>Lobbying and advocacy on pastoralist livelihoods and natural resource issues at the national and regional levels.</p>	<p>Capacity strengthening of the target communities on relevant national policy discourses</p>	<ul style="list-style-type: none"> <li>- Analyse market and opportunities</li> <li>- Lead role in coordination of programme administrative issues (supported by TRIAS)</li> <li>- Capacity strengthening of other partners</li> <li>- Linking target area-level activities to national and local government policy processes</li> </ul>

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
			<ul style="list-style-type: none"> <li>- Facilitate collaborative linkages between TRIAS and programme partners and other organizations and private sector actors</li> </ul>
<p><b>TRIAS</b></p>	<p>Successful coordination of implementation of several development programmes Experience with programmes in pastoralist areas and with</p>	<p>To form and review PCC Ensuring execution of and participating in participatory M&amp;E exercises.</p>	<ul style="list-style-type: none"> <li>- Capacity strengthening of partners on organisational and institutional development</li> <li>- Provision of technical advise to partners</li> <li>- Facilitation of LED-processes</li> <li>- Programme</li> </ul>

Organization	Relevant Areas of Expertise	Major Programme Role towards beneficiaries	Major Programme Role towards other partners
	programmes of BSF		coordination - Funding - Quality Control

More detailed information on the histories, strategies, and organizational capacities of the different partner organizations can be found in Annex 4.

### 3.8.2.1 Ujamaa Community Resource Trust (UCRT)

#### General information

UCRT is a community-based service organization, which history goes back to the late 1990's. UCRT has established itself as a leading community-based organization working with (agro-)pastoralist and hunter-gatherer communities throughout northern Tanzania. UCRT takes an empowerment-based approach to rural development and poverty reduction, focusing on developing participatory strategies whereby local communities can develop and implement their own methods for improving their livelihoods. A central element of their approach deals with increasing community capacity to manage lands and natural resources through activities such as land use planning, village organizational development, and enterprise development. UCRT has facilitated these processes in areas such as community-based tourism in over thirty villages. UCRT operates out of offices based in Arusha and Loliondo (Ngorongoro District) and relies on a decentralized network of local field officers. The organization has substantial capacity for grassroots facilitation with 27 staff in total. They currently operate immediately adjacent to the programme target area, on the western side of Lake Natron in Ngorongoro District.

UCRT's 2006-2010 strategic plan describes four focal areas for their activities:

- Community Based Natural Resources Management: Focused on training communities, facilitating formation of Village natural resources committees, community land use plans, village by-laws and land certificates, eco-tourism.

- Community Livelihoods support: Focused on improving living standards through savings and credit schemes, education scholarships, harvest of forest resources, small scale agriculture and livestock improvement.
- Community Capacity Building Programme: Focused on protection of community land, education scholarships for girls and boys.
- Institutional Capacity building of UCRT: Development of human, financial and material resources. Includes developing a fundraising strategy.

Major conclusions from the Organizational Capacity Assessment (OCA) of UCRT:

UCRT has a strong staff presence at the community level and would provide a good mechanism for community outreach. The programme on land advocacy is unique and practical in enabling communities to claim their land rights. UCRT's main challenge is the dwindling financial resources. UCRT has a positive relationship with Dorobo Safaris but might need to run more independently. Likewise, UCRT might benefit from the expansion of the Board of Trustees to include more technical people and those from the regions as earlier planned.

In this programme

UCRT will have primary responsibility for executing the overall programme at the level of the target area. UCRT will take the lead in facilitating all activities under expected results 1-3, working with other partners and TRIAS in a coordinated and fully integrated manner.

Content-wise, the focus of UCRT is on introducing the community-based eco-tourism as a way of diversifying the sources of income of the villagers in the target area.

UCRT will also contribute to the capacity building of another partner, LCDO.

### 3.8.2.2 Pastoralist Women's Council (PWC)

#### General information

PWC is the leading gender-based community development organization in Tanzanian Maasailand. It was founded in 1998 and is based in Ngorongoro District, where most of its work has been carried out. This membership-based organization counts 37 women's groups and 695 individuals who pay a small annual subscription. The organization is governed by a General Assembly and an Executive Committee.

PWC's approach to women's empowerment and development in Maasai communities is to give women access to education and economic assets, accompanied by general community-level sensitization and capacity building. A core element of the livelihood-based component is granting women loans of heifers in order to give them ownership of livestock; this programme has been very successful and fully sustainable where it has been practiced by PWC.

The organization has worked on the following main areas of activities:

- *Education:* Promoting girls education. Provision of education facilitators. Management of Community-owned Secondary School with 180 children
- *Women's Economic Empowerment:* supporting women's groups with a revolving credit scheme with 370

- participating women and training. Establish women's solidarity Boma and livestock upgrading and production.
- *Small Scale Farming:* Raising awareness on food security and promotion of home gardens and production for the market. Provision of ox-ploughs.
  - *Eco-tourism & Cultural Tourism:* Coordinating scholarships for girls provided by tour companies. Coordinating family hosting of students tourists in families of members of PWC.
  - *Health:* Focused on Primary Health Care, HIV/AIDS awareness creation, maternal health, immunization and linking women to health services.
  - *Institutional Capacity Building:* Training on roles and responsibilities, in lobbying and advocacy, land rights, position of women, government laws.

Major conclusions from the Organizational Capacity Assessment (OCA) of PWC:

PWC manifests innovation in their approaches of women's empowerment, especially the Women's Boma and the Revolving Credit Schemes which are owned and managed by women. These have been used as entry points for raising women's awareness about other issues. PWC has been tested through periodic evaluations that show positive growth and track record of the organization. They have a strong grassroots among their beneficiaries. PWC has helped women to improve their self confidence and bargaining power and boosted women's enterprise capacity. A major challenge is resource mobilization and the demands for expansion of the geographical area of coverage.

In this programme

PWC has existing collaborative relationships with (among others) UCRT, which will facilitate collaboration and integrated work in this programme. Improvement of livestock production through the women's solidarity boma, including provision of the necessary trainings, will be the main block of activities under the lead of PWC. PWC will have primary responsibility for facilitating gender-targeted issues. Like UCRT, also PWC will contribute to the capacity building of LCDO and will work in a fully collaborative and integrated fashion with the other partners.

### 3.8.2.3 Longido Community Development Organization (LCDO)

#### General information

LCDO is a community-based development organization headquartered in Longido. Unlike UCRT and PWC, LCDO is a relatively new organization (established in 2003) without a proven track record and presently with limited capacity. The organization's mission is to empower community members for the eradication of poverty through promoting quality education, skills, training, manage use of available resources, motivating development.

The rationale for incorporating LCDO, despite its present limited capacity, as a programme partner is two-fold. First, given the four target villages are in Longido District, it is essential to build the capacity of local organizations in the district and to incorporate such locally based organizations into the programme structure. Second, LCDO does possess strong links to the Longido District government and political representatives and will play the lead role in ensuring effective collaboration of the

programme actors and the district administrative and political structures. LCDO will therefore take the lead in ensuring that the target communities' interests are supported by district-level planning processes, and that effective links with all branches of district government are maintained.

Two of the five programme areas of LCDO are relevant to the expected results:

- *Economic Activities:* Plans for income-generating activities through (micro-enterprise) training, provision of soft loans, improvement of livestock breeds, animal husbandry and marketing and establishment of community ranches. Plans to promote better use of wildlife and natural resources. Plan to carry out training in land ownership and land laws.
- *Community Capacity and Networking:* training communities in leadership, establishment of a networking system and M&E.

Major Conclusions from Organizational Capacity Assessment (OCA) of LCDO:

LCDO's programme areas are more than 90% similar to programme areas of a similar organization (LOCIP) within the same area of operation and without the kind of resources and capacity available to the former. The organization has to re-strategize around resource mobilization and reposition itself to work on areas where they have a comparative advantage, e.g. the area of political mobilization and advocacy. LCDO might have to strengthen alliances and collaborative partnerships with organizations and the district offices to help the organization start up and build a positive track record.

In this programme

The programme will optimally make use of the grassroots position of LCDO, close to the villagers and close to the District Authorities. LCDO will work together with UCRT and PWC in executing activities under expected results 1-3, although its role will be more of supporting these activities and in the progress of the programme building its own capacity to facilitate such activities at the grassroots level in Longido District in the future. The capacity building of LCDO is an important element for the sustainability of the programme.

LCDO will also play an important role for the aspects gender and HIV/AIDS in the programme.

#### 3.8.2.4 Tanzania Natural Resource Forum (TNRF)

##### General information

TNRF was initiated informally in 2001 and registered early 2006. During this brief period TNRF has become Tanzania's leading network for addressing natural resource governance issues, with the objective of improving the management of the country's resources for the benefit of its citizens' livelihoods. TNRF is a membership-based organization, currently with about 350 members from around the country, administered by a secretariat based in Arusha. TNRF also works closely with the Policy Forum, the civil society coalition of NGO's working to influence government policy and based in Dar es Salaam. TNRF is structured around thematic 'working groups'; in the areas of Forestry and Rangelands & Livelihoods, Human & Wildlife Conflict and Community-based Tourism. For the purposes of this programme,

TNRF's Rangelands and Livelihoods Task Force (RLTF) will be the main linkage.

The RLTF plays a core role of linking local and community-based organizations with national level policy dialogues; a number of programme partners and collaborating stakeholders (UCRT, PWC, IIED, PINGO's Forum and Vetaid) have been key participants in the RLTF since its establishment.

Based on an analysis of the main constraints, which limit rural development and sustainable natural resource management in Tanzania's rangelands, RLTF has developed the following strategic activities:

- Supporting communities and local-level organisations to better understand and identify their policy needs in relation to current policy and practice;
- Facilitating communities' engagement with policy-making processes, so that they better understand and respond to rural people's needs;
- Working with development programmes in facilitating the communication of their policy findings in support of rural communities and livelihoods;
- Providing technical support to the development of policy and law through directly working with parliamentarians and ministry officials;
- Supporting communication and application of appropriate policy and practice in the rangelands with communities and in partnership with government;
- Supporting a process of stakeholder policy feedback and policy development

Main conclusions on Organizational Capacity Assessment (OCA) of TNRF:

TNRF is spearheaded by collective action by member organizations and individuals on a voluntary basis. As a result, its programmes will be sustained by constant nurturing of the zeal, passion and expertise within the organization. The organization is strengthened by the collaborative initiatives at district level and its national linkages. The relationships of TNRF have potential to build a critical mass and strong advocacy chain for TNRF, from grassroots to national level.

In this programme  
The role of RLTF will be to link local issues and concerns, by working with the target communities as well as the other programme partners, with relevant national policy discourses. This will ensure that the programme engages in policy lobbying activities in a strategic, collaborative and effective manner. TNRF will also link programme partners and TRIAS into its collaborative network, with other organizations working on similar development issues, or private sector actors engaged in livestock or tourism. TNRF plays among the implementing partners the administrative coordinating role for this programme.

### 3.8.3 *Other Stakeholders*

In chapter "2.4 Links with other actors in the region", an elaboration is made on the other stakeholders in and around Longido and how the programme partners intend to collaborate with them.

In terms of institutional structure of the programme, the other key stakeholder besides TRIAS, the partner organizations and the target communities, is the district government of Longido. This collaboration will be structured and formalised officially through a

Memorandum of Understanding with the District Council, with LCDO playing the main linkage between the District on the one hand and the partners and TRIAS on the other hand, as described above.

At the village level, effective engagement will be ensured and ownership of the programme fostered by working through field coordinators chosen collaboratively by the villages and partner organizations. This will follow established protocols for facilitating community development processes developed by UCRT and PWC in their areas of operation, which has proven effectiveness for ensuring strong ownership of projects by the target communities. These coordinators and local resource people will ensure coordination between partner organizations and village governments.

Also the other NGO's and private sector actors who are active in the villages or in similar areas of expertise, will be involved in the programme, as described in section 2.4.

### Conflict management strategy

There are different types of actors and stakeholders active in the intervention area, some of them having conflicting interests. If there happens a serious conflict in the intervention area, chances are high that it will have a negative influence on the programme implementation. Even more, some components of the programme – as for example the empowerment of the target groups to enhance their lobby capacity – might indirectly initiate this kind of conflicts among actors.

According to the District Government, there are currently no conflicts going on in the 4 targeted villages., The implementing partners will do whatever is possible to avoid such conflicts but if they happen, partners will apply the following steps of conflict management:

1. Call a stakeholders meeting together, with all relevant involved actors for this specific conflict: District government responsible people; Village government people; Partners and TRIAS; Other organizations who have an interest in the conflict (eg NGO's); Representatives of the beneficiaries; Private companies/people with an interest. During this meeting, participants seek a solution or a way forward
2. After this stakeholders meeting, partners will take appropriate actions for follow up. If necessary there might be a review of programme activities to ensure that the programme can still reach the set objectives in an effective and efficient way. TRIAS and the partners will inform the donor and ask permission if fundamental changes in the programme are needed.

In case conflict management is necessary, the lead will be taken by TNRF (who has a coordinating role among the partners) and by TRIAS (who is towards the donor the final responsible for the use of the funds).

#### *3.8.4 Programme Coordination*

Successful project implementation through the multi-partner arrangement requires proper governance and management. Implementation responsibility and authority is fully decentralized to respect the autonomy of each partner. Each local partner is fully responsible for the implementation and management of own activities and

related budget. Towards this aim, each local partner has designated a staff member, a 'Project Coordinator', as responsible for the project. Also, every partner will operate a specific bank account for the project funds and appoint a capable accountant. The regional office of TRIAS will provide training and advice and monitor the account kept by the partners.

To keep the project partners focused on the attainment of the common specific objective and ensure complementary implementation a Project Coordination Committee (PCC) will be instituted. Its main goal is to review progress, constraints, achievements, strategies and approaches used. The PCC provides an opportunity for the programme partners and TRIAS to collectively review progress and ensure effective discharge of mutual responsibilities. The team consists of 10 members as per following break down: one member from the management of each NGO, one grassroots representative from each village, one representative of TRIAS and one representative from Longido District Council, who will be designated in consultation with the District Executive Director. The PCC will meet every quarter to discuss overall progress, coordinate activities and agree on plans. If needed, the meeting can also make strategic adjustments to the project. Following are terms of reference for the PCC:

- Receive progress reports from each NGO and advise on programme progress, challenges, effective strategies, and other unforeseen issues;
- Provide input on M&E (see section 3.8);

- Respond to changed circumstances, interruptions, or unforeseen events in an adaptive and collaborative manner;
- Facilitate collaboration among programme partners, including TRIAS;
- Facilitate networking of the programme with other stakeholders ;
- Devise mechanisms of strengthening and sustaining the programme;
- Resolve problems which may occur among the programme stakeholders;
- Ensure adherence to programme procedures, guidelines and regulations;
- To facilitate capacity building of each NGO

This committee is specific to the project and obviously not hierarchically above or replacing the implementing NGOs or their representative structures or grassroots committees. It is only expected to operate for the duration of the project. It is expected that joint action will be fully institutionalized within existing structures and operations.

TNRF will take up an administrative coordinating role among the partners. For the implementation of the field activities, UCRT will take the leading role in this programme. Both organizations will of course get support in their coordinating role from the TRIAS advisor and the TRIAS programme coordinator.

### **3.9 Monitoring and Evaluation system**

Logical framework approach

Log-frame planning is TRIAS' preferred way to plan, organise, and implement projects. This approach, as also used by BSF, will serve as a guideline for monitoring and evaluating the support from BSF to TRIAS and local partners. During the implementation of the proposed project, different log-frame levels will be subject of evaluation in regard to the criteria 'Impact, Sustainability, Effectiveness, Efficiency and Relevance'. Monitoring and evaluation are management tools, which should be reliable, timely, easy to assimilate, containing easy to use information and introduced and implemented at all levels of the project to guarantee impact and success.

TRIAS applies the same standard approach for M&E in all its programmes. Whenever a new programme (phase) is started up, TRIAS makes during the initial phase the necessary adjustments and adaptations to the M&E system for the specific requirements of that programme. An information mapping takes place to define the needs for information of the different stakeholders and a system for data collection and management – in function of the programme indicators - will be developed. The logical framework (Annex 1) provides basic quantifiable and empirical indicators, which can be used to track progress. The M&E system tracks progress at all levels of the logical framework:

- Activity level: keeping track of conducted activities and reached beneficiaries is mostly important for day to day, quarterly and annual monitoring and planning
- Result level: crucial for annual monitoring. For this reason, the programme foresees in annual indicators on result level. This level gives information on the broader

economic, technical and social effects of the programme.

- Objectives level: the objectives should be reached at the end of the programme. So this level is central during the end evaluation and the progress at this level will also be included in the mid-term evaluation.

### Adaptive management by PCC

The programme's M&E system will be based around a system of adaptive management. This entails tracking progress, analyzing constraints, progress, and challenges on a consistent basis, and adapting the programme's strategies and activities as may be required based on this process. This ensures that the programme will be able to respond to unforeseen events in an effective manner. This M&E system will also be based on ensuring the effectiveness of mutual feedback mechanisms between three parties: TRIAS, as the overall coordinator; the local partner organizations, as the implementing actors; and the target communities. Organizational coordination and planning mechanisms will be employed for ensuring this, as described in sections 3.8.4. The core mechanism for M&E and for facilitating adaptive management decision-making processes will be the PCC composed of TRIAS and all project partners.

Regular input from the target communities will be an additional component of the M&E system. The implementing partner organizations will design mechanisms for regular input from the target communities; feedback from the target communities will then be incorporated into the PCC process. An annual institutional feedback system to guarantee input from the

target communities will take place. In each village, an annual PRA with a representative group of villagers will be held to discuss the progress of the programme and to receive inputs for adaptations where needed.

### Regular planning and monitoring

According to TRIAS' internal guidelines, implementation of activities is further supported by quarterly planning and follow-up. These proceedings enable the self-evaluation of activities, important to realistically plan for the next quarter. TRIAS also ensures that implementation of activities and utilization of funds is in line with the set objectives and expectations of the donor. Through the Advisor, Programme Coordinator and Financial Officer, TRIAS conducts frequent monitoring visits to the implementing partners and the target group. These visits emphasize on proper application of accounting procedures, to adhere to allocated budgets and to have proper administrative procedures. Onsite visits to the target group in their homes, fields or businesses allow direct feedback and determine (immediate) action to be undertaken.

Normally, the TRIAS Regional Advisor, based in Brussels, conducts a monitoring visit at least once a year. Findings and recommendations of these visits are reflected in mission reports, which are added to the progress reports.

### Mid-term and end evaluation

A mid-term review will be carried out in year three, in collaboration with the donor organization and TRIAS headquarters. BSF as donor will be involved in the writing of the terms of reference. The outcome of this mid-term

evaluation will also feed into the PCC adaptive management process.

At the end of the programme an evaluation is foreseen. The purpose is to analyze achieved results of the interventions, assess its impact, draw lessons and identify good practices for grassroots poverty eradication. The project partners will jointly define terms of reference of the evaluation and choose the external evaluators. Participation of BSF delegates is anticipated. If BSF judges it necessary, it will organize and finance a final evaluation.

TRIAS also ensures that all partners are well trained on the M&E system so that they are able to take up their responsibilities.

## **4. Budget**

### **4.1 Resources**

#### *4.1.1. Investments*

Investments for the beneficiaries:

§ To make the programme more effective, there will be a field office within the intervention area, as even recommended by the external mid-term evaluation of phase 1. In order to make the programme sustainable it is anticipated to construct a two rooms office. The budget for construction of the field office is placed under TRIAS. Equipping and running of the field office is equally placed under the 4 partners, as they all will use this field office.

§ Small equipment for the field office and furniture

- § Solar installment and bush link for the field office based in the target area at Orkejuloongishu
- § Construction of storage facilities for cereal/food in the villages is foreseen and the budget for this is also placed under TRIAS.
- § Demonstration sites in the form of women solidarity boma's and for livestock improvement and livestock health services will be constructed.
- § Livestock for demonstration purposes and for improved cross breeding will be bought. As an input for the target group, breeders and vet tool kit are purchased once (as a start up). Later the target group will make their own contributions to the services.

Investments for the partners:

Programme partners will make full use of their existing resources and means to the greatest extent possible. However, all organizations need additional, but different, means for successful programme implementation. Equipment necessary for a smooth implementation of the programme include:

- 5 computers (1 for each partner and TRIAS) during the first year and 2 more in year three and four,
- 5 printers (1 for each partner and TRIAS) (including 1 for the field office),
- 4 laptops (two for TRIAS and 2 for the partners),
- 1 photocopier for all the partners,
- other small equipment for partners and TRIAS and furniture
- transport means like: two vehicles for field work and 6 motorcycles: As motorcycles are crucial for field officers in this programme, 5 are budgeted during the first year

and 1 other during the third year.. The budget for purchasing the 2 programme vehicles and the 6 motorcycles is placed under TRIAS. Both vehicles and motorcycles will be available for programme activities of all partners: one vehicle will be coordinated by UCRT as the lead organization facilitating work in the target area, and one will be coordinated by TRIAS.

- Fuel and maintenance of the motorcycles and vehicles is also foreseen and is budgeted as increasing operational costs in years 2-5.
- Additional investments include solar installment and bush link for LCDO Longido office. UCRT will also need 4 GPS for land demarcation and LUP maps for the 4 villages. There will also be purchased 1 video camera and 1 digital camera for communication and documentation purposes.

All investments done will stay property of TRIAS for the duration of the programme. Handing over agreements will be signed between TRIAS and the local partner at the end of the programme, specifying destination and conditions for further use of these funds and assets. TRIAS might decide to transfer funds or assets to other organizations or directly to beneficiaries when this ensures better use or management in the line of the programme approach. Balances of funds and assets will be returned to TRIAS when the partnership agreement comes to an end during execution of the programme.

#### *4.1.2. Working Costs*

Other resources and supplies needed include: contribution to operating cost of the 5 offices such as telephone, fax, office stationery, workshop facilities maintenance and

repair costs. A large part of the activities is training, awareness raising, empowerment, exchange visits etcetera for the target community as well as for the partners. The programme will contribute to the development of training materials, trainers, coordination, surveys, resource persons, training, workshops, demonstrations, meetings, organizing costs (venue, stationers), the cost of M&E and part of cost of provisions for participants during activities and capacity building costs (like government representatives and other stakeholders). Fuel and maintenance of the motorcycles and vehicles is also foreseen and is budgeted as increasing operational costs in years 2-5.

#### *4.1.3. Personnel Costs*

The programme contributes to financing a limited number of staff needed for the implementation of the programme and those hired specifically for the implementation by the involved organizations. The staff funded by the programme will work fully integrated in their respective organizations. At the same time, other employees, financed from own resources of the organizations, will contribute to the implementation of the programme. Financial support will be given to the following staff:

- One TRIAS Programme Advisor, responsible for overall coordination and facilitation of the programme as well as for technical support by TRIAS. The advisor will be an expert in pastoralism and will report to the RC of TRIAS.
- One Programme Coordinator for each local partner to manage and coordinate the activities of their organizations, including planning and monitoring, financial and activity reporting.

- One Field Officer for each partner as the main implementing person.
- Two Resource persons for the whole programme. These will be permanently located to the programme site. They will be a major link of the communities to the programme implementers. They will also be responsible for bull centers, facilitation of breedings, link the communities with veterinary services, etc.
- One Account Assistant for each partner responsible for financial matters;
- Two Drivers for the whole programme;
- Five Security Guards;
- The Heads of the four implementing partners will devote 10% of their time in the programme.

In order to guarantee sustainability of services delivered and to make partners more financial sustainable, it was considered to reduce the personnel costs each year.

## **4.2 Budget per activity**

The budget for the programme is attached in MS Excel budget file. Each partner organization developed its own budget depending on the activities of each result for the respective programme component. Generally, the budget for the first year is large compared to the consecutive years because of the investments. Years 4 and 5, the budget goes down, to ensure a good phasing out of the activities of the previous years. Table 11 gives a summary of the total budgets per category.

The total budget is 2,359,672.00 Euro, out of which 2,005,721.00 Euro (85%) will be contributed by BSF and the remaining by TRIAS. Of the total budget 48.5% will be for the benefit of the target group, about another 43% will be for working costs and capacity building of the partners

and TRIAS. 8.5% will be for administration cost of TRIAS Brussels.

Table 11: Summary total budget per category (in Euro)

	Category	TOTAL	Out of which:	
			1. For Target group	2. For Partners
1.	Investments (including input target group)	292,100.00	185,850.00	106,250.00
2.	Working costs (including participative M&E) -> <i>detailed breakdown in table 12</i> -> <i>Remark: most activities are not a one time activity but are stretched out, take several days or weeks and need close follow-up</i>	948,000.00	658,000.00	290,000.00
3.	Personnel costs	869,000.00	295,000.00	574,000.00
4.	Other costs:	50,000.00		50,000.00

	Monitoring, evaluation, international missions and midterm and end term evaluations			
5.	Administration costs for TRIAS	200,572.00		
	TOTAL FOR 5 YEARS	2,359,672.00	1,138,850.00	993,250.00
	<i>Out of which:</i>			
	- 85% contribution by BSF	2,005,721.00		
	- 15% contribution by TRIAS	353,951.00		

It is estimated that from the total budget for working costs about 34% will be used directly for women or for gender awareness creation (for details, see table 12). The other activities target the community in general, so women as well as men will benefit of their impact.

From the budget for investment that is directed to the target group, we could say that about 64% is directed in first instance to the women, namely most of the investments for the Women's Solidarity Boma (including livestock) and the food storages.

Table 12: Budget Division per Activity (Working costs)

Item	Major Activities	Budget EURO	Budget which is directly for women or gender activities
1.1.1	Undertake study tours to adjacent areas in northern Tanzania and southern Kenya to learn about new breeding techniques and livestock techniques.	21,500	17,000
1.1.2	Establishment of Women's Solidarity Boma.	18,000	18,000
1.1.3	Development and support in implementation of protocols for disseminating improved livestock from Boma through breeding and sales.	7,000	7,000
1.1.4	Trainings on care and management of improved livestock breeds.	45,000	38,000
1.1.5	Carry out market demand survey for veterinary services in target area.	16,000	
1.1.6	Develop protocols for private service provider concession within the target area, and negotiate service provision	21,000	

	agreement between communities and said veterinary service provider.		
1.1.7	Select community health workers and carry out training on animal health care in the target area and provide them of transport means.	40,000	
1.1.8	Implementation of community-based monitoring system for tracking improved livestock performance.	41,000	21,000
1.2.1	Carry out educational training on beef market structure (e.g. value chain, pricing) in the target area.	38,000	18,000
1.2.2	Carry out study tours to southern Kenya and northern Tanzania with target community members to learn about marketing strategies and market conditions in those areas.	21,000	11,000
1.2.3	Design and implement a cooperative livestock marketing strategy for the target communities, using their organized producer associations and working with other market actors (Arusha Meat Company as most important private	34,000	17,000

	partner to help producers make higher price of their livestock).		
1.2.4	Develop centralized demonstration boma or holding pen for coordinating onward sales to livestock buyers.	12,000	12,000
1.2.5	Analyze market information constraints and develop marketing information communication system using simple available technologies. (cell phones)	25,000	
1.2.6	Joint action with Longido District Council for awareness creation on market principles behind selling of food/cereal crops and development of joint strategy to use income from sold cattle to purchase food and store food crops in suitable storage facilities	18,000	5,000
1.2.7	Analyze market opportunities and value chain for leather products and exports in northern Tanzania with respect to smallholder trade opportunities.	28,000	
1.3.1	Carry out awareness-raising training on tourism market structures, trends, and	40,000	20,000

	community-private tourism ventures.		
1.3.2	Conduct study tours to nearby community-private tourism ventures in Longido, Monduli, and Ngorongoro Districts.	20,000	10,000
1.3.3	Conduct basic resource inventory in terms of tourism assets in the target area.	20,000	
1.3.4	Develop tourism development plans for the target area based on 1.4.3 and also outputs from 2.1.3	21,000	
1.3.5	Facilitate joint venture agreements between private tourism operators and village governments in the target area.	14,000	
1.4.1	Partner organizations receive systematic training in business development, marketing and marketing analysis; production chain development; microfinance	28,000	
2.1.1	Analyze and document customary land use patterns and land use issues discussed at the target community level.	12,000	
2.1.2	Carry out village boundary demarcation and process village Certificates of Village	31,500	

	Land.		
2.1.3	Develop village land use plans in an inclusive and participatory fashion, based on traditional pastoralist resource use zones and rules, and formalize through village by-laws passed by village governments and approved by district councils.	40,000	
2.1.4	Develop village governance institutions required for implementation of national land legislation and strengthen through - training on roles, responsibilities, and authorities - training on legal and policy issues relevant to pastoralist livelihoods and management of natural resources	37,000	
2.1.5	Coordinating committees for village governments and private tourism joint ventures will be formed and strengthened through participatory training.	20,000	
2.2.1	Village governments are trained in accounting, project management, and reporting procedures.	20,000	
2.3.1	Local livestock producer	35,000	25,000

	associations are formed in the target area and trained in business development, marketing, production chain and financial management.		
2.3.2	Gender-based livelihood groups are formed in each target village and trained in new income generating activities for livelihood diversification, business development, marketing and financial management.	35,000	35,000
2.3.3	Micro-credit schemes are developed and implemented for the different producer/livelihood groups using existing private/public financial organizations/institutions.	32,000	22,000
2.4.1	Gender-awareness training sessions by enlightened men and women to present and discuss different options of gender relations	22,000	22,000
2.4.2	Training on HIV/AIDS by District Extension staff in collaboration with programme partners	12,000	12,000
3.1.1	Carry out training of target communities in key district governance and decision-making areas such as budget	22,000	

	tracking.		
3.1.2	Establish Community Forums in the target area for facilitating training of customary leadership institutions in policy-making and governance processes and issues.	25,000	12,000
3.2.1	Partner organizations are trained in key pastoralist policy, governance and institutional issues and trends.	22,000	
3.2.2	Partner organizations, working through the TNRF RLTF, develop and implement collaborative strategies for networking, lobbying and advocacy activities at district and national levels and integrate with operational strategies.	25,000	
4.1.1	PCC is formed, functioning and reviewed as necessary.	7,000	
4.1.2	Participatory monitoring and evaluation protocols are developed and adaptively implemented. Including: multi-disciplinary monitoring visits by TRIAS; annual monitoring PRA with the beneficiaries.	8,000	

4.1.3	Participatory development and implementation of MOU between TRIAS/ Partners and Villages/District Authorities. Including: clear explanation of focus on food security and most vulnerable target groups; exit strategy and handing over	3,000	
4.1.4	Capacity Building process of programme partners on financial and organisational sustainability; planning, monitoring and evaluation	8,000	
Total working costs:		948,000	321,000

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Oral source: Several meetings with Mr Christian Laizer, District Executive Director of Longido District (+255 784 420 380)

## **Overview of Annexes**

*Annex 1. Programme Logical Framework*

*Annex 2. Timetable Programme Execution, 2009 – 2013*

*Annex 3. Map of the intervention area*

*Annex 4. Extracts from Partner Assessment*

*Annex 5. Market Survey*

*Annex 6. Baseline General*

*Annex 7. Baseline focussed*

*Annex 8. Problem tree*

*Annex 9. Problem tree – programme response*

*Annex 10. BSF Pastoralists Programme 2009-2013 budget*

*Annex 11. Summary overview of projects of Ngorongoro District Council*