

**THE OPEN UNIVERSITY OF TANZANIA
&
THE SOUTHERN NEW HAMPSHIRE UNIVERSITY
MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT
(2007)**

**CAPACITY BUILDING FOR INCREASED INCOME AT THE HOUSE
HOLD LEVEL THROUGH INCOME GENERATING ACTIVITY (IGA) AT
KAMAMMA INTEGRATED DEVELOPMENT TRUST FUND (KIDTF),
CASE STUDY AT KARANGAI VILLAGE IN ARUMERU DISTRICT –
ARUSHA REGION.**

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**SOUTHERN NEW HAMPSHIRE UNIVERSITY AT
THE OPEN UNIVERSITY OF TANZANIA**

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**“A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
REQUIREMENTS FOR THE MASTER OF SCIENCE IN COMMUNITY
ECONOMIC DEVELOPMENT IN THE SOUTHERN NEW HAMPSHIRE
UNIVERSITY AT THE OPEN UNIVERSITY OF TANZANIA” 2007**

ZELOTE LOILANG'AKAKI LUKUMAY.

CERTIFICATION

I, the undersigned, Mr. Felician Mutasa, certify that I have read and hereby recommend this project for acceptance by the Southern New Hampshire University and the Open University of Tanzania in partial fulfilment of the requirement for the degree of Master of Science in Community Economic Development (CED).

Mr Felician Mutasa



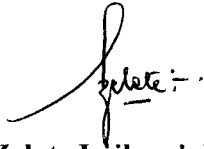
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DECLARATION

I, Zelote Loilang'akaki Lukumay, declare that, this project paper on Capacity Building on Income Generating Activity (IGA) conducted at Kamamma Integrated Development Trust Fund (KIDTF), case study at Karangai Village in Arumeru District is my own original work and it has never been submitted for the similar degree in any other University.



Mr Zelote Loilang'akaki Lukumay

Date 2007.

DEDICATION

To my beloved wife Nesserian and my first born daughter Naitovuaki, the two ladies who shaped and bring fatherhood in my life.

ABSTRACT

KAMAMMA Integrated Development Trust Fund (KIDTF) is a local Community Based Organization (CBO) based in Arumeru district in Arusha Region. KIDTF was established in 1996 and registered in 1997. KIDTF interventions include education, water supplies and sanitation, food security, environmental conservation and capacity building.

Through different research methods such as survey, focus group discussion, records review and observation it was found that the economic status of KAMAMMA community members is very low. As per community need assessment, the findings indicated that 80% of surveyed group members have average income of one thousands Tanzania shillings per day which is less than a dollar. Some of the causes of the situation include prolonged drought seasons and lack of enough motivation for KAMAMMA community on the importance of uniting their effort to form and run income generating activities.

As the result of the capacity building, IGA project were strengthened and enabled Pandaneni group members at Karangai village to acquire leadership and planning skills, to develop a five year strategic plan and annual operation plan for 2007. Among of the plan includes the initiate of a group shop for income generating activities.

The project implementation has employed Community Economic Development (CED) approach whereby communities join together for development initiatives within their own communities.

EXECUTIVE SUMMARY

The project aimed at building the capacity on increasing the household income of Karangai community members from less than a dollar per day to at least five dollars through initiation and development of Income Generating Activities (IGAs) by 2010.

Through capacity building, the project meant to enable the group members to develop collective viable and sustainable IGAs. It also intended to assist in the formation of an association to advocate on social and economic development issues to three agriculture and livestock farming groups with 96 members at Karangai Village. The groups are part of the KAMAMMA (Karangai, Maweni, Msitu wa Mbogo Marurani) villages where by the host community based organization KIDTF operates.

Different research methods such as survey, focus group discussion, records reviews and observation were applied in the study. The main problem of the KAMAMMA community members is low income at the household level. The community depend entirely on agriculture and livestock. Due to prolonged drought seasons the community is inadequate in production of enough food throughout the year. In addition, there is minimum collaboration between KAMAMMA community, local government and KIDTF in empowering community members to initiate income-generating activities. Above all, there are unclear goals to community members on what to be achieved within a specific period.

Data were analyzed and the researcher in collaboration with group's members and KIDTF management initiated and coordinated a community project on IGA to avert the identified problem.

Findings were obtained basing on the employed research methods. The survey showed that, 80% of surveyed group members had average income of one thousand Tanzania shillings (less than a dollar) per day. Through focus group discussion, participants showed their dissatisfaction of present economic situation within their community. They mentioned unavailability of enough food throughout the year as the community challenge, few classes for children, inability to access health facilities, markets, reliable infrastructure for transport and poverty at the house hold level.

The project implementations undergone into different phases such as develop a Gantt Chart which stipulates the activities to be embarked, performance of CAN, problem identification, monitoring and evaluation. A number of trainings and activities such as leadership training, group dynamics, planning and strategic planning, proposal writing and fundraising skills were conducted.

Monitoring was conducted to determine whether the inputs in the project were adding value and ensured that all activities were carried out properly by the right people and time as planned. The methodology used in monitoring included reviewing of reports and records focus group discussions, checklist, project visits and observation. Through monitoring it was realized that the group leaders needed training on leadership and understanding of group dynamic.

Formative and summative evaluations were conducted to see whether the objectives have been achieved in relation to planned activities. The methodology used for evaluation included survey, focus group discussion and observation.

Through the evaluation, the study revealed that 93% of Pandaneni group members were able to participate in trainings at least three times. 90% interviewed members indicated that the training were very helpful. At individual level the trained people commented that, the trainings had enlightened their knowledge and helped them to have a direction in running the IGA.

Livestock and farming are the major interventions which attract investment and exploration in rural society. The author suggests that, communities should be motivated and encouraged to join through groups hence initiate and launch appropriate IGAs within their locality. The IGA should not be limited to livestock and agriculture but also business should be employed for household income improvement.

Participatory method was employed in the implementation of this project. This allowed a gradual change from unidirectional government-driven activities to community-driven initiatives. There was a full participation from the very beginning in community needs assessment (CNA) through implementation, monitoring and evaluation of the project.

The learnings obtained will be replicated through the formation of other IGA groups within the five villages where KIDTF operates. Ultimately, an initiation of an association which will address social and economic development issues within the village will be inevitable among the group members. Poverty cannot be eliminated by one method yet CED approach is vital since it gives the community members the opportunity to participate through ideas, contributions, design, implementation, monitoring and evaluation of the community based project.

ACKNOWLEDGEMENTS

First and far most, I thank Almighty God through his son Jesus Christ, to whom by the Holy Spirit protected, granted me with good health and sound mind to carry out this project for the whole period of studies.

I am indebted to Open University of Tanzania and The New Hampshire University lecturers for their guidance, commitment, technical and materials support to attain the desired goal in this paper. Special thanks to my supervisor Mr Felician Mutasa for his valuable contribution in making this project a success.

I appreciate the opportunity and support offered to me to carry out this Project by KIDTF management under the leadership of Amani Lukumay. Their constant availability and cooperation are highly valued since they contributed into the realization of this work. I do appreciate the World Vision Tanzania leadership for granting me permission to study while working, their special consideration meant a lot to me. I acknowledge the good support I received from my colleagues at work in particular Mr Philemon Mringo for his contribution during training to Pandaneni group on how to develop strategic plan and constant encouragement and prayers from Mr Zebedayo Uroki.

Last but not least, I do send special thanks to my lovely wife Nesserian, for her valuable moral and technical advice in compilation of this paper. I am indebted to the whole family, Naitovuaki and Aida for accommodating and bearing with me during the whole time of schooling and project compilation. May the LORD bless you all.

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ABBREVIATIONS

AIDRO	Arch Diocese of Arusha Integrated Development and Relief Organization and Maji Moto
ASDS	Agricultural Sector Development Strategy
CASEC	Community Aid and Small Enterprises Consultancy
CBO	Community Based Organization
CED	Community Economic Development
CEDPA	Centre for Development and Population Activities
FAO	Food Agriculture Organization
HPI	Heifer Project International
IDE	International Development Enterprises
IFAD	International Fund for Agricultural Development
IGAs	Income Generating Activities
KAMAMMA	Karangai, Maweni, Msitu wa Mbogo Marurani villages
KIDTF	KAMAMMA Integrated Development Trust Fund
NGO	Non-Governmental Organization
NSGRP	National Strategy for Growth and Reduction of Poverty
PADEP	Participatory Agricultural Development and Empowerment Program
PEDEP	Primary Education Development Program
PEDP	Primary Education Development Plan
PRA	Participatory Rural Appraisal
RECODA	Research Community and Organizational Development Association
SEDA	Small Enterprises Development Agency
SIWUP	Smallholder Irrigation and Water Use Programme

SNHU	South New Hampshire University
SP	Strategic Plan
SPFS	Special Programme for Food Security
TFA	Tanzania Farmers Association
UNICEF	United Nations Children's Funds
URT	United Republic of Tanzania
WED	Women's Entrepreneurship Development
WVT	World Vision Tanzania

CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

The purpose of conducting the community needs assessment was to identify areas of concern and major issues which the KAMAMMA community as well as the CBO wish to address. The information was gathered through focus group discussion, survey, records reviews and observation. The information was gathered and analyzed for the major problem identification. Action was taken for designing means to improve the household income through capacity building and initiation of appropriate IGAs as per identified issues.

1.1 Community Profile

KAMAMMA Integrated Development Trust Fund (KIDTF) was established in 1996 and registered in 1997. KAMAMMA is an abbreviation of five villages within the area namely: Karangai, Maweni, Msitu wa Mbogo, Marurani and MajiMoto. These villages are located within Arumeru district in Arusha Region. The villages are situated 40 kilometres on the South-East part of Arusha town. The organization headquarters is at Maji Moto village with a liaison office in Arusha Municipality.

KIDTF's purposes include: Improving primary education and raising adult literacy level within the five villages where KIDTF operates, improving availability and accessibility of potable water, increasing the households' food security, environmental conservation and capacity building for sustainability. It was the author's view that there will be special attention to address the immediate and long-term solutions for household income improvement in KAMAMMA operation area.

The income improvement at the household level will reduce primary school drop out and increase secondary and tertiary enrolment due to the fact that community will have power to support education. It is also the author's desire to see that there is a collaborate efforts between KAMAMMA community members, local government and Non Governmental Organizations towards poverty alleviation through the formation of income generating groups.

1.2 Community Needs Assessment

The concept of community needs assessment connotes a process by which an assessment of the current situation in the community is undertaken, value-based judgements regarding the preferred or desired situation are reached, and some determination of the priority status of local needs is made.¹

1.3 Research Design

The research design applied in data collection is longitudinal trend design, in this particular design the data are collected more than once for the same group of people². Income generating activities research at KAMAMMA community was conducted in the interval of one year for income trend analysis. The research provided necessary information which enabled communities and group's members to assess themselves in terms of income growth hence consider alternatives techniques for further investment and improvement of their income at the house hold level. The sources of information were group members and leaders, villager's leaders professional, CBO staff and CBO records.

¹ Keith A. Carter and Lionel J. Beaulieu

² Airline Fink and Jacqueline Kosecoff (1985), How to conduct surveys a step –by step guide

1.4 Research Methodology

Research originally means an investigation undertaken in order to gain knowledge and understanding³. According to wikipedia.org, research is an active, diligent and systematic process of inquiry in order to discover, interpret or revise facts, events, behaviours, or theories, or to make practical applications with the help of such facts, laws or theories. The term "research" is also used to describe the collection of information about a particular subject⁴. Research methodology is also described by Kothari (1990) as systematically way of solving the research problem. In this study data were collected using survey method and book review.

Methodology used in data collection included; Survey methods, focus group discussion, record review and observations. SPSS 10.0 windows program was used to code and analyze data obtained from the survey.

1.4.1 Survey method

According to Arlene Fink and Jacqueline Kosecoff (1985), a survey is defined as a method of collecting information from people about their ideas, feelings, plans, beliefs, and social, educational, and financial background.⁵

The advantage of these methods is the fact that, the data obtained are usually valid and reliable. The method can be used to survey an entire population and provide an opportunity for many persons to feel involved in the decision-making process, further

³ <http://www.canberra.edu.au/research/funding/dest-definition>

⁴ en.wikipedia.org/wiki/Research

⁵ Arlene Fink and Jacqueline Kosecoff (1985)

more, the method can be used to record behaviours as well as opinions, attitudes, knowledge, and beliefs, above all survey method is a good technique to use in conjunction with other systematic needs assessment techniques.

1.4.1.1 Reliability and Validity

According to wikipedia.org, reliability is defined as the ability of a person or system to perform and maintain its functions in routine circumstances, as well as hostile or unexpected circumstances. It is the ability of a system or component to perform its required functions under stated conditions for a specified period of time.⁶

The author underwent through training of how to conduct the survey. The survey was also conducted with consultation of supervisor who had thorough experience in conducting surveys. The author collaborated with KAMAMMA volunteers and IGAs group leaders to enhance data collection among groups' members for reliability. Both the author and CBO volunteers visited and administered the questionnaires to the group's members within their locality in which observation were taken into consideration for reliability.

The survey questions were designed in such a way that, they captured the desired information inline with the topic addressed. The survey collected information which geared the success as well as short coming of the IGA project at Karangai Village. The information collected through survey was appropriate and relevant to the entire community since Karangai Village is part of the large community of KAMAMMA.

⁶ <http://en.wikipedia.org/wiki/Reliability>

The questions were administered by the author with KIDTF volunteers who were part of the community members. The volunteers were available for explanation and clarification where necessary. Group members were informed of the purpose and the importance of the survey to avoid biases and exaggeration.

1.4.1.2 Sampling

A sample is a small part of something intended as representative of the whole. It is also defined as a statistically-significant subset selected and analyzed to estimate the characteristics of a larger group or population; a set of individuals within an organization assessed to provide information on the preferences, opinions, attitudes, and practices of the group they represent.⁷

The sample was selected randomly from the three farming and livestock groups within Karangai village. The sampling size was 40 out of 96 people who are members of the three groups.

1.4.1.3 Tool

A tool can be referred to as the device for doing work, it can be defined as means to end: something used as a means of achieving something.⁸ The tool applied to collect the desired data in this survey was self administered questionnaire. The tool was opted since it is not expensive and simple to administer.

⁷ www.georgetown.edu/uis/ia/dw/GLOSSARY0816.html

⁸ en.wikipedia.org/wiki/Research

1.4.1.4 Questions

The questions administered were closed as well as open ended questions. There were 17 questions administered. 7 of them were open ended while 10 were closed ended questions.

The content of the questions included, exploration of the type of the project one was involved or aspiring to initiate within the already formed IGA groups. It determined the sources of funds to initiate the IGA, it also identified the duration of the IGA project and its contribution to the family household income. The questions dig out the type, frequency and usefulness of the training one has received in relation to the existing project. It further identified the training gaps and needs to the farmers and livestock groups. The questions ironed out the types of IGAs desired for sustainability. It explored challenges and future plans of the groups' members.

1.4.1.5 Data Analysis and Findings

Financial position

There was low income within KAMAMMA community despite of the existing IGAs run at Karangai Village. 80% of surveyed group members indicated the average income of one thousands Tanzania shillings per day. The study showed that, 45% of the interviewed were involved with more than one income activities while 30% had started their IGA in more than five years.

Trainings needs

50 % of the surveyed livestock keepers and farmers undergone the training once during the preparatory stage. The group indicated the need of having the training on

how to start and run the existing IGAs by 32.5 % while the rest gave priority on livestock, agriculture, business and funds management training. Apart from the agricultural and livestock practiced in the rural areas, 12.5% of surveyed group members indicted the need of initiation and training on business IGA within the rural areas.

Source of capital.

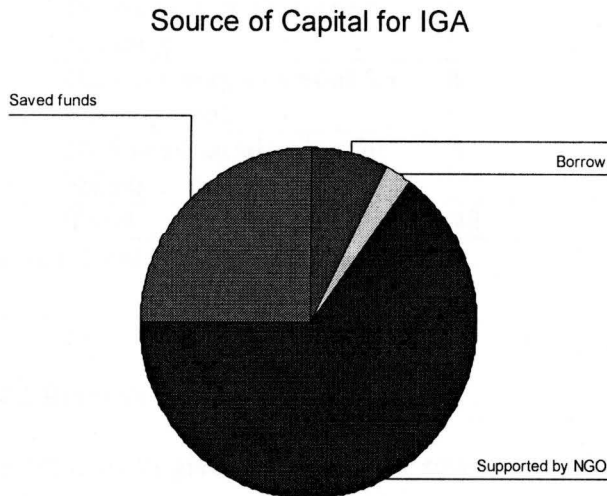
The study result showed that 65% of IGA run by group members were supported and initiated by different NGOs. For instance group members for Maboga who lost their chicks because of diseases were reluctant and waiting for NGOs to revive and initiate the project again.

Table: I Source of Capital for IGA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	7.5	7.5	7.5
	Borrow	1	2.5	2.5	10.0
	Supported by NGO	26	65.0	65.0	75.0
	Saved funds	10	25.0	25.0	100.0
	Total	40	100.0	100.0	

Source: Field Survey Findings, 2006

Figure: 1 A pie chart display sources of capital for IGA



Source: Field Survey Findings, 2006

Comments on IGA

Out of the general comments provided with regards to IGA, 75% sighted the importance of having a capital as well as the proper training in the initial and during the project implementations. Refer the table below (Table I) for summary comments provided by the surveyed group members with regards to IGAs.

Table II: Comments on IGA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	7.5	7.5	7.5
	Empower groups both financial & with proper training.	30	75.0	75.0	82.5
	IGA are very essential for development.	6	15.0	15.0	97.5
	IGA need monitoring for effective output.	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

Source: Field Survey Findings, 2006

1.4.2 Records Review

Record reviews give a picture of the research problem. It provides the information on where to begin and how to go about in conducting a research. The researcher read and acquired projects information which included the initiation process of the project in Karangai Village, also the researcher had to go through various researches guide books such as *"How to Conducting Research"*⁹, *"Research Design"*¹⁰ before conducting a research. Also internet search material was applied.

The author collected information through different documents from KIDTF CBO. The documents included annual reports from 2002-2004, a participatory preliminary study conducted by RECODA, the KIDTF five-year strategic plans, brochures, different proposal write ups and Government education and guideline.

⁹ Arline Fink & Jacqueline Kosecoff, 198. How to conduct surveys, a step by step guide.

¹⁰ John W. Creswell, 1994. Research Design , Qualitative and quantitative Approaches.

1.4.2.1 Records Review Findings

According to the Participatory Rural Appraisal (PRA) conducted under PADEP in 2002, the results indicated that, there is a lack of enough water for irrigation, lack of business initiatives, modern agriculture technology and livestock farming. There were no proper plans to address social and health issues such as the prevention of HIV/AIDS.¹¹

1.4.3 Focus Group Discussions Method

Focus group discussion is a form of structured group discussion involving people with knowledge and interest in a particular topic and a facilitator¹². Focus groups provide an opportunity to discussion thoroughly on the desired topics. It also creates a synergy for ideas and concepts, challenges among the participants.

The focus group discussion was carried out by the author to the selected groups.

1.4.3.1 Analysis Techniques

The focus group discussion were guided and recorded by the researcher. The report was prepared in relation to what was discussed and agreed within the groups.

1.4.3.2 Reliability and Validity

The discussion gives highlighted not only to the researcher but also to other group members. The information provided indicated how the representatives were knowledgeable and aware of the challenges faced within their communities. The result of the discussion was meaningful since it brought the broad picture of what the

¹¹ PADEP. 2002 , Participatory Rural Appraisal in Arumeru District.

¹² <http://www.evaluateit.org/glossary/>

people and in particular leaders feel about their communities in relation to challenges of development.

The groups representatives, community leaders and staff were key people within the CBO and in the community where the CED project is implemented. Apart from the prior explanation of the purpose of the group discussion from the researcher, the community and group leaders were well collaborative in identification of challenges facing their community.

1.4.3.3 Questions

The questions addressed for focus group discussions meant to access the development challenges faced within KAMAMMA community as described from different groups. There were four questions to all the groups and each group had to be asked and are to respond as per the type and work one involved.

The questions addressed include:

- Are you satisfied or comfortable with the present economic situation in your community?
- How do you want your community to look like in the future?
- What are development challenges faced by your community/CBO/IGAs group?
- What do you think are the means to overcome the existing challenges?

1.4.3.4 Sampling

There were three discussion groups. The first group involve the five groups leaders with IGA at Karangai Village, the groups are Pandaneni group which deals with cows and goats rearing, Mamboga group which deals with poultry keeping and Tofali Moto group which deals with modern farming and fire bricks preparations. The second group involved the three CBO staff (KIDTF) and the third group involved four village leaders and PADEP representatives. The group was meant to provide the overview and feelings of economic situation within Karangai and the entire area of KAMAMMA Community.

1.4.3.5 Findings

All the participants of the focus group discussion showed their discontentment on the present economic situation within their community. They all pointed out the fact that it was hard to live in a situation where there is no enough food throughout the year, few class for children, inability to access health facilities and poverty at the household level.

Basing on what they knew and had seen in other places, they desired a community which is self sufficient in terms of food, a situation where there will be enough agriculture and livestock's products. They need to have a considerable market for their products. Their expectation and future desire is to live in a place where there will be enough social services such as schools, hospital and reliable infrastructure for transport.

Specifically, through focus group discussions, the groups leaders identified the lack of strategic plans, limited capacity building in undertaking their project-particularly in poultry keeping. Furthermore they show the need to subsidise the livestock project (particularly cow) since it takes much more time and resources for realization of the returns, a need of having quick, manageable and reliable IGA and group registrations are among of the things raised as concerns.

Village leaders and PADEP representatives highlighted the following as the contributing factor;- drought seasons, little emphasis on drought farming crops and inadequate source of income, lack of appropriate technology to utilize rainwater harvesting and non-utilization of alternative means of income. Little crops product due to rain dependence makes the community subject to famine. The community members tend to sell their crops during harvest period at the low prices.

Community and group leaders also indicated the need of having the alternative sources of income as well as strengthening the existing IGA for economic improvement within the KAMAMMA Community.

The CBO staff pointed out funds limitation as a great challenge to implement the desirable activities. The funds and resources scarcity was due to limited sponsorship from donors. Means and technique of raising local funds were also identified as the areas which need improvement.

1.4.4 Observation

Observation is quite essential in making a correlation of the questionnaire response to the actual phenomenal on the ground. IGAs projects implemented by groups members where observed in term of progress, environment situation and correlation were drawn basing the present situation and in relation to responses.

Also the researcher made frequent visits to the two villages (Maweni and Karangai) out of the five villages where KIDTF operates. Information were drawn by observing the way people live, interact and relate to each other, the economic situation and type of existing IGA within the area, the researcher observed different project undertaken in small groups within the villages. Information was also gathered through interaction and collaboration with KIDTF staff both at the liaison office and in the field where they conducted their daily operations.

1.4.4.1 Observation Findings

Basing on the observation, the information provided were inline with the questions response. The realities showed that, there is a low income within KAMAMMA community. There are undeveloped or exploited sources of income within those communities. Most of the existing IGA are geared to farming and livestock keeping. There are also challenges of poor infrastructure and visible limited of rainfall as well as water for irrigation.

The general observation support the fact that, KAMAMMA community is among of the poor communities in Arumeru District where most of her members are living in less than a dollar per day.

1.5 Conclusion

According to the findings through different methods applied, it was noted that KAMAMMA community members are experiencing the low income at the household level. As indicated from the survey, focus group discussion, records review and observation it was clear that the root causes of the problem is lack of viable and appropriate skills to initiate and run income generating activities within the community.

The researcher noted different factors and resources at KAMAMMA which can foster the income improvement at the house hold level. Availability of resources such as arable land, seasonal water for irrigation and grain storage place formally used by Tanzania farmers Association (TFA) can be used for agriculture products. There is a passable road to Mererani sub town (mining area) which can link the community to the nearest market. Existence of agriculture and livestock farming groups at Karangai village provide good environment for successful IGA initiation. Quality and proper capacity building will enable community members through groups to join their effort and launch different IGAs for the house hold income improvement.

CHAPTER TWO

PROBLEM IDENTIFICATION

This chapter will discuss the problem within KAMAMMA community. The chapter will narrate the situation which needs to be changed, effects of the problem; its causes and the magnitude of the problem. The effects of the problem if nothing will be done are highlighted. Analysis of stockholder's contribution, goal and objectives of the project undertaken by the researcher are among of things that will be addressed in this chapter.

2.1 Problem Statement

2.1.1 The Situation that Needs to be Changed

Currently KIDTF is addressing four objectives with a minimum number of staff. Their interventions include educations, water supplies and sanitation, food security, environmental conservation and capacity building. Due to the prolonged drought seasons identified through CNA, the economic state of KAMAMMA community members is very low hence special attention is needed to increase the household income of the community members. Improved household income will enable the community (Maasai and Wameru) members to improve their standards of life hence collectively contribute towards education, food security and other development interventions within their areas. There is need of forming an association to advocate for social and economic development issues such as HIV/AIDS, gender and development and children rights at large.

2.1.2 Effect of the Problem

As per CNA findings, KIDTF staff will need more time and resources to meet the desired objectives. There is minimum local resources contribution from community members towards education, food security and other development interventions. The KAMAMMA community will remain backward both socially and economically hence their children will remain prone to child labour.

2.1.3 Causes of the Problem

People at KAMAMMA community were not well motivated on the importance of uniting their efforts to form and run income generating activities. In addition, there is minimum collaboration between KAMAMMA community, local government and KIDTF in empowering community members to initiate income-generating activities. Also there are unclear focus goals to community members on what to be achieved within a specific period. Prolonged drought season within the areas and little response from community members in utilization of drought crops farming are some of the major causes of the existing problem at KAMAMMA community.

2.1.4 Size/Magnitude of the Problem

Most of the schools where KAMAMMA operates are below the government's recommendation of teachers to pupils' ratio of 1:45. The situation is very alarming, for instance at Marurani primary school the ratio is 1:55 while at Umoja primary school the ratio is 1:72. Most of the schools are without doors and none of the school had income generating activity. Primary schools are solely

depending on the government, donors and little support from community members.

A study conducted by KIDTF in 2003 at the area, showed that there were more than 1000 children involved in child labour at Mererani (mining area) and the majority of them were from KAMAMMA areas of operation¹³. People suffer a lot due to hunger during drought seasons. People are prone to quick selling of produces during harvest period and live without food for the remaining period of the year.

2.1.5 Relation of the Problem to the Purpose of KIDTF's

KIDTF's purposes include: Improving primary education and raising adult literacy level within the five villages where KIDTF operates; improving availability and accessibility of potable water; increasing the households food security; environmental conservation; and capacity building for sustainability. It is the author's view that there will be special attention to address the immediate and long-term solution for household income improvement in KAMAMMA operation area. The income improvement at the household level will reduce primary school drop out and increase secondary and tertiary enrolment due to the fact that community will have power to support education. It is also author's desire to see there is a collaborate effort between KAMAMMA community members, local government and Non Governmental Organizations towards poverty alleviation through the formation of income generating groups.

¹³ RECODA, (October 2004) A Participatory Preliminary Study (PPS) on Improving quality of primary education for villages within Arumeru District

2.1.6 Effect if Nothing is Done

The problem has to be addressed to prevent the occurrence of different setbacks which are anticipated if nothing will be done. These include:

- Ignorance and absolute poverty in the future will be realized.
- There will be higher drop out of children from primary school.
- There will be higher number of children involved in child labour from KAMAMMA community (children will run out of schools to mining and urban centres).
- There will be higher rates of HIV/AIDS infections.
- There will be more jobless people in the future.
- Illiteracy rate among KAMAMMA community will increase.
- Dependency syndrome by community to donors and Government will increase.
- Increase of diseases.

2.2 Target Community

The project aimed to address the three agricultural and livestock farming groups at Karangai village, the groups are **Pendaneni group** with 40 group members dealing with cattle and goats rearing, **Mamboga group** with 26 group members dealing with poultry keeping and **Tofali Moto group** with 30 group members dealing with agriculture and brick burning. The existing IGAs group are within the KAMAMMA community.

2.3 Stakeholders

Apart from KAMAMMA community members who are the primary stakeholders, there are others such as Local and Central Government, RECODA, which conducted research on improving quality of primary education. World Vision Tanzania (WVT), has conducted different capacity building training to community leaders, run interventions on health, education and agriculture within the two villages out of five where KIDTF operates. Others are donors such as Stromme Foundation. The Foundation has funded the research on improving quality of primary education and currently they are supporting a one-year school-feeding programme in three primary schools within the area. Southern New Hampshire University (SNHU), the University programme has built and equipped the author with necessary skills to carry out the project, provided the materials and supervision for the researcher author.

Other stakeholders include, Heifer Project International, this organization has done a good remarkable work of initial goat and caws provision to some of Pendaneni group members. Central government have provided teachers to primary schools and pay their salaries, the central government also supported the provision of chicken, goats and farming facilities to groups in Karangai village under Participatory Agricultural Development Empowerment Program (PADEP). The local government played a role of mobilizing and sensitization of the community members for trainings and workshops under PADEP for development initiatives. KIDTF participated through collaboration with the government and donors in facilitating, conducting trainings

and seminars to empower school committees through school feeding programme, and community in general.

Refer to the table below for stakeholders' analysis. (Table III)

Table III: Stakeholders Analysis

Stakeholder	Describe Participation	Evaluation	Impact of Participation	Rate	Plan
Stromme Foundation (Donors)	Funded the research on improving quality of primary education.	High	Facilitated the identification of primary school education challenges.	+Positive	Access the information to community members and to other stake holders for collective effort of solving the identified problems
	Supporting a one-year school-feeding programme.	High	Reduced food shortage at primary school. Created a good children-learning environment.	+Positive	Collaborate with community to seek a sustainable solution to the problem
Community members	Contributed their labour power and materials in different implemented project such, sand, stones and bricks for building classrooms. They also contributed cash and food in school feeding program.	High	It enables the operation of KIDTF within the area.	+Positive	Collaborate with community members to strengthen the existing Income-Generating Activities. Network with community to launch more other IGA.

Central Government	Provided teachers to primary schools and pay their salaries. Supervises and provides school equipments and renovations under PEDP.	High	Through primary school education program pupils accessed school materials such books, maintenance, equipments and performed exams.	+Positive	Collaborate with KIDTF to advocate for enough teachers and quality environment for primary schools.
	Supported the provision of chicken, goats and farming facilities to some of the groups' members in Karangai village under PADEP.	High	It enables the groups to launch small project for income improvement at the household.	+Positive	Collaborate with KIDTF, groups leaders and PADEP committees for sustainability and replications of the projects to other villages.
Local Government	Mobilized community members for trainings and other activities.	Medium	There is a mutual collaboration with KITDF.	+Positive	Seek more information on means of networking for long-term goals development initiatives.

KIDTF	Participates through collaboration with the government and donors in facilitating, conducting trainings and seminars to empower school committees and the community in general.	High	It acted as a catalyst to KAMAMMA community. It raised education awareness to community members and local government.	+Positive	Collaborate with KIDTF staff to strengthen and ensure the implementation of sustainable income generating activities.
RECODA	Conducted the research on improving quality of primary education.	Medium	Identified education gap in KAMAMA community. Established a reference bases for education information.	+Positive	Cooperate in translating the report into Kiswahili.

Heifer Project International (HPI)	The project has conducted different trainings and distributed goats and caws for some of the community members within Karangai village.	High	Families which have access to the provided cattle have improved their living/earning. Some of the families were able to support their children to schools and build burn bricks houses.	+Positive	Encourage community members to learn and access the available support from HPI. Seek the possibility of access the support to more community members and link the project to other villages.
World Vision Tanzania. (WVT)	Conducted different capacity building trainings to community leaders within the two villages out of five where KIDTF operate. They run intervention on leadership, healthy, education, advocacy, agriculture and livestock keeping.	Medium	Equipped Community leaders and other representatives with different skills.	+Positive	Collaborate to ensure transmission and sustainability of what they have learnt to other community members.

SNHU	Build and equipped the author with necessary skills to carry out the project. Provide the materials and supervision for the authors.	High	The training and materials received from SHNU is the backbone of conducting a project at KAMAMMA Community.	+Positive	Utilize knowledge obtained from SNHU through training for project to facilities capacity building at KAMAMMA community. Collaborate with the supervisor for quality and tangible results in income generating activities within the community.
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2.5 Project goal

“Capacity building to increase household income from less than a dollar per day to at least five dollars through initiation of income generating activities, advocacy for social and economic development issues to community members in Karangai village.”

2.6 Project objectives

- a) To build the capacity on strategic planning to 80 members of three agriculture and livestock farming groups at Karangai village by the end of March 06.
- b) By the end of 2006, the author in collaboration with three groups and stakeholders will facilitate the formation of two viable and sustainable IGAs.
- c) Facilitate the formation and registration of local association for social advocacy and economic purpose among the three groups in Karangai village by the end of October 2006.

2.7 Host Organizations

The Organization managing the project is KIDTF (KAMAMMA Integrated Development Trust Fund). KIDTF is not affiliated to any Organization or CBO. KIDTF collaborates and networks with other organizations and agencies such as Maarifa ni Ufunguo which deals with training and advocacy for primary schools; RECODA which is a research and community development agency, CASEC which is a consultancy firm.

The KIDTF project is involved in improving primary education and raise adult literacy level, improve availability and accessibility of potable water, increase households food security, environmental conservation and capacity building for sustainability of KAMAMMA Community. The project has five employed staff in which two of them are currently at school. There are also six volunteer's staffs that are available within the villages in which KIDTF operates. The volunteers' staffs are seasonal and available only if there is a special task to be conducted such as organizing for workshops, funds mobilization and capacity building workshop and in survey exercises.

The funding sources include donors and local support from the community members. Currently, Stromme Foundation supports the CBO in primary school feeding programs. Normally the villagers contribute twenty five percent of the total cost in terms of cash, labour, food, and materials. For instance in school feeding programme, each pupil at Maweni, Nambala and Marurani primary schools contributes two thousands Tanzanian shillings (Tsh 2000) or one tin of maize per year. Food contributions are due to the fact that, some of the community members do not afford to contribute in cash but they can afford to contribute maize during harvest seasons.

The future plan for funding is to empower the community so as to enable them support their own project for sustainable development. Despite the fact that KIDTF is receiving fund from Stromme Foundation, the organization still needs more support. The ultimate goal of the CBO is to have self-supporting activities. The challenging task is on encouraging the community members to believe that they can run their

own self-initiative projects without depending on donors. Sustainable development will be realized in collaboration with local and central government, community members and the CBO. The different projects carried out by community members will empower them at the household level hence collectively support their own projects for sustainable development.

KIDTF was established in 1996 and registered in 1997. KIDTF **mission** is to improve the standard of living of grassroots communities by promoting quality education to children and adults, enhancing availability and access to clean and safe water, realization of food security and sustainable environment. KIDTF has a **vision** which envisages communities with improved, equitable and sustainable livelihoods.

The CBO has no fixed time/duration. The vision is so broad, that means it has many objectives, which focus on the livelihood of the entire community. Since the development process is gradual and time involving, the CBO needs much more time to enable the communities to achieve their own destiny. The CBO is rooted within the five villages hence knowledge and best practices can be transferred or replicated elsewhere. The role of the KIDTF is expected to change to accommodate development changes within the community. For instance the KIDTF focus in the future is to play a role of networking and collaboration apart from capacity building activities.

The KIDTF CBO structure is attached in the appendices. The structure shows the link from general assembly, board of trustees, secretariat and staff accountability.

2.8 The Author's Role in the Project

The author's job descriptions are to oversee the project plan and implementations. These include:

- Organize capacity building training sessions to group's leaders and members on IGA in collaboration with KIDTF staff.
- Provide consultant services to the CBO on the group formation and coordination.
- Collaborate with groups' leaders and KIDTF management to conduct monitoring and evaluation of the project. .
- Coordinate meetings with local government and PADEP leaders in collaboration with group leaders.
- To provide technical skills in developing constitution for IGA groups.
- To provide technical skills to groups members on the formation and coordination of IGA groups.
- Together with group leaders, seek expert who will provide training to specific area in poultry, goat keeping and farming.
- To facilitate the groups in linking and networking to other groups and CBO's through group leaders.
- To facilitate the formation and initiation of appropriate IGA groups within the five village of KIDTF operations.
- To facilitate the documentations and replication of best practices among the three existing groups to be used for learning by other groups.
- To coordinate the formation of an association among the three groups.

CHAPTER THREE

LITERATURE REVIEW

This chapter will provide theoretical, empirical literature review and policy review on income generating activities as well as agricultural and livestock keeping which is the major source of income undertaken in rural areas.

3.1 Theoretical Literature Review

According to UNICEF, Income-Generating Activities are considered those initiatives that affect the economic aspects of people's lives through the use of economic tools such as credit.¹⁴ Income generating activities have been used to ensure a pro-poor focus in agriculture and rural development through NEPAD.¹⁵

According to the World Bank Report 2003, seventy five percent of the world's poor live in rural areas and are dependent upon agricultural production for their livelihoods.¹⁶

Carl B. Greenidge, Director, Technical Centre for Agricultural and Rural Cooperation (CTA)¹⁷ stated that, "in most sub-Saharan African countries women make a significant contribution to food production and to the processing and marketing of foodstuffs. However, rural women in Africa still face formidable obstacles to their potential role as a major economic and social force in the

¹⁴ <http://www.gdrc.org>

¹⁵ <http://www.sarpn.org.za>

¹⁶ The World Bank Group 2003, "Empowering Rural Producer Organizations"

¹⁷ The Economic Role Of Women In Agricultural And Rural Development: Promoting Income-Generating Activities; 1999

development of the agricultural sector in their countries”. He sighted the problems which constrain the development of women’s entrepreneurial activities and their potential to exercise more influence over their living conditions as, their excessive workload, difficulties in accessing the key factors of production such as land, water, credit and capital, appropriate technologies and the lack of training opportunities and information, extension and advisory services.

Linda Jones 2004 ¹⁸, describes the difference between the urban and rural areas in terms of development by sighting out that, most of the raw materials undergo value added process in the towns. Due to this factor, he shows that there is a need of developing small –scale enterprise in rural areas to identify possibilities by which raw materials can be processed at local level into products for which there is a good market and whose value –added will benefit rural areas.

Linda Jones urges that, there is a need to support macro and small enterprises in the area of financial services, technological support, marketing and training for sound achievement and sustainability. The financial service includes the provision of the working capital.

In choosing the IGA, the main criteria to be considered is its profitability. IGAs can be seen as the initiation phase in the progression to small business development.¹⁹

¹⁸ Linda Jones 2004; Reaching Low-Income Women With Enterprise Development Services: Challenges And Opportunities;

¹⁹ <http://www.sarpn.org.za>

Normally it is difficult to make the transition from being unemployed and lacking in skills to being self-employed and capable of managing a business operation. The first step is to acquire specific technical skills.

There are three spheres of engagement for women entrepreneurs according to Women's Entrepreneurship Development (WED) researchers. The *micro* sphere is the family and household where intra-familial relationships impact women's economic empowerment. In patriarchal societies, women are at a disadvantage due to traditional dictates regarding living with the husband's family and limited inheritance rights. The *meso* or institutional/ enterprise level comprises any organization outside the family, including schools, businesses, NGO offices, civil society organizations, etc. In many societies the men set up and organize institutions and enterprises and often do not allow women to become involved. The *macro* sphere is the larger environment in which women live and work. It includes national and international forms and dynamics and involves "many interconnecting structures and dynamics, including laws and regulations, the economy, competition, international trade, availability of finance and credit, the labor market, human capital resource, technology, physical infrastructure, natural resources."²⁰

According to Food Agriculture Organization (FAO) study, under the project of Development activities for women communities in Jordan and Syrian mission²¹, they indicated the main thrust of the women's development activities as to assist women in the sustainable establishment of income generating activities to be undertaken in or

²⁰ Finnegan, Gerry and Katrine Danielsen "Promoting The Development Of Women Entrepreneurs: Means And Ends In Women's Entrepreneurship Development." Colombo, Sri Lanka. New Delhi: ILO-SAAT. (1997) P.2.

²¹ FAO, Development Activities For Women Communities In Jordan And Syrian Mission

near the home. The study shows that IGAs tend to give women a higher status within the family and studies generally indicate that the greater the amount of income under women's control the greater amount devoted to their children's education, health and nutrition. It also shows that incomes of women are used for the increase of the well being of the family.

The study emphasizes the bottom up approach in income generating activities identification and it should also correspond to the needs of women. Participatory methods should be considered in all activities. The IGAs groups will succeed if proper planning, organizing and supporting through training are properly conducted.

According to FAO study in Jordan and Syria, the following steps were mentioned as the criteria in IGA setting: identification, in this case the participants should ask themselves how they can obtain income from an activity, and identify the factors contributing to the success of IGAs; Technical feasibility, this involves finding out whether the women suggesting the activity have the required technical skills and, if not, whether they can acquire them rapidly; Economic and financial profitability, apart from being technically feasible, the IGA should be profitable, this means it should produce income or a surplus and work without subsidies, feasibility study is essential in order to know whether the project is economic and financial profitability. Planning, marketing and ways of financing have to be considered as well.

3.2 Empirical Literature Review

Zambia - Success through Partnership and Use of Simple Technologies, 2001. In 1996, groups of farmers in three of the driest provinces in the country took part in

water control activities aimed in particular at increasing production of vegetables such as beans, sweet potatoes and cassava, as part of FAO's Special Programme for Food Security (SPFS) in Zambia. This was the result of tough conditions created by prolonged drought.

The low-cost and relatively simple design and implementation of the technologies introduced, such as the treadle pump for irrigating crops, soon saw the programme expand under the Smallholder Irrigation and Water Use Programme (SIWUP) financed by the International Fund for Agricultural Development (IFAD). In five years later, 4,000 farmers in five provinces have adopted the approaches and technologies piloted under the SPFS programme.

The report indicated that, the first pumps were initially imported from Bangladesh but, in 1998, the NGO, International Development Enterprises (IDE) together with local workshops, undertook the manufacturing of the treadle pumps and eventually the pumps were locally produced.

As a result of this tripartite partnership, farmers have been able enhance their food security and increase their incomes. Many farmers said that they had been able to double their growing area. The farmers had also started to plan their production based on expected market prices, and had been able to introduce new crops, resulting in significant increases in farmer incomes.²²

22 Zambia - Success Through Partnership And Use Of Simple Technologies.
30 Oct 2001

According to the IGA projects implemented in Zambia by IFAD under FAO; they suggest that, the best approach to the formation of farmers IGA groups is to sit and talk with community, and allow people to agree on whether they make a group or not. For the groups to be effective they have to be small, manageable and the group members should be of such a level - both social and economic - that they can understand each other.²³

According to the review of UNICEF 2000TNZ -supported Women Economic Activities (WEA).²⁴ It clearly shows that there was a significant achievement in five years of the program implementation as of 1993. The programme was involved in supporting small groups for women in economic activities in savings and credit programme. The result show that; groups which have achieved the most successful results in terms of income, savings and loan repayment are those who initiate and control their activities, those groups which are relatively small and managed to develop mutual trust among the members and those who minimize bookkeeping activities.

Sichuan Livestock Development project supported by FAO 1988,²⁵ shows that women in China, as elsewhere are traditionally responsible for the care of farmyard livestock. Although the design of the Sichuan livestock (Loan 233-CH, approved in 1988) did not take gender into account, it nevertheless benefited women. Farm

²³ <http://www.fao.org>

²⁴ 2000 TNZ: The Review of UNICEF-supported Women Economic Activities (WEA).

²⁵ Staff Working Paper, No. 18, Technical Issues in Rural Poverty Alleviation, IFAD, December 1994

interviews confirmed that women were effectively doing the major share in livestock husbandry. “On average women work between 2.5 and 5 hours per day at the activities for collecting fodder, cleaning pens or feeding the animals. In addition, women are often the goat herders who take the flocks to pasture, living them for grazing while they cultivate their fields.” When asked if they found the extra activities related to livestock production a burden, women said that they gladly accepted the supplementary load because of the financial benefits from their labour. Women traditional role in livestock activities had given them a significant place in the project, and their reaction is very positive. The project was effective in generating income for all project beneficiaries. In addition, due to China social-economic culture, which is open to the economic advance able to retain control of their enterprises and incremental income derived from them.

Projects supported by International Fund for Agricultural Development (IFAD) in Indonesia; show that; women have also benefited from IFAD’s restocking and livestock distribution (credit-in-kind) programmes. In Indonesia, evaluation of Smallholder Cattle Development Project (Phase I and II) (Loans 035-ID and 171-ID, approved in May 1980 and September 1985 respectively) found that women benefited indirectly as the draught power of the cattle reduce the time –consuming drudgery of manual land preparation and freed family time for more productive activities. It noted, however, that for the project to have direct relevance to women,

animals normally managed by women, such as goats, pigs and chicken should be included.²⁶

According to An Empirical Approach to Characterize Rural Small Business Growth and Profitability 2006,²⁷ it provided a number of factors which influence the growth rate in the number of rural small businesses during periods of different economic conditions. Between 1997 and 1999, it was influenced by demographic (population, education), economic (wages, employment), and quality (natural amenities) variables.

The report further explains that rural areas have difficulty attracting profitable, high-tech businesses, primarily because of a lack of an educated labour force and a lack of infrastructure. Rural development centres and non-profit organizations are vital components in rural small business development.

3.3 Policy Review

3.3.1 Women, Agriculture and Rural Development. Fact Sheet Tanzania, FAO, 1995

A new agricultural policy which was inaugurated in January 1997 was the result of four main reasons: the merger of agriculture and livestock policies; changes due to economic policy transformation; initiation of a new land policy that advocates

²⁶ Women Livestock Manager in the Third World, Staff Working Paper, No18, Technical Issues in Rural Poverty Alleviation, IFAD,1994.

²⁷ An Empirical Approach to Characterize Rural Small Business Growth and Profitability, 2006, by Innovation & Information Consultants, Inc. 72 Junction Square Concord, MA 01720 (978) 369-0550 info@iic-inc.com

changing land use patterns; and emphasis on environmental management and protection.²⁸.

3.3.2 Agricultural and Livestock Policy 1997

According to Agricultural and Livestock Policy 1997, in the short and long term goal agriculture will continue to play a major role in the national economy. The policy deploys the need of review and analyse its sector performance with the view to identifying and removing constrain that prevent from making maximum contribution. The policy shows the key economics areas which are highly contributed by agriculture, this include country growth domestic product (GDP), export earning and employments in which the agriculture sector accounts for 60% and 84% respectively.

In poultry keeping, the policy identifies two category which are traditional and commercial poultry production. The tradition accounts 70 percent while the commercial account 30 percent²⁹. The Government will give the priority to the development of the traditional flocks to exploit their potential for alleviating poverty. Also the government will encourage private commercial poultry production in areas with attractive markets. Also the Government will take the initiative of promoting local production of day-old chicks. It will exert strict control over the breeding and hatchery facilities to ensure that disease control measures and operational standards are adhered to. To improve the production of poultry in the traditional sector Rhode Island Red breeding stock will be encouraged in the rural areas to upgrade indigenous poultry. Among other things the policy identifies the establishment of

²⁸ Women, Agriculture and Rural Development. Fact Sheet Tanzania, FAO, 1995

²⁹ Agricultural And Livestock Policy 1997.

poultry processing plants by private entrepreneurs, encouragement of poultry farmers association and for the government to provide animal health extension services and monitoring of diseases outbreaks.

The livestock policy explains the government desire to improve standards of living in the rural areas through increased income generation from agricultural and livestock production, processing and marketing.

3.3.3 Agricultural Sector Development Strategy 2001

According to national Agricultural Sector Development Strategy 2001(ASDS)³⁰, it highlighted some of the agricultural sector challenges which include low productivity, poor coordination and limited capacity, underdeveloped supporting facilities, erosion of the natural resource base, in appropriate technology, dependency on rain fed agriculture and access to food markets. The strategy indicated the possibility of the country to increase agriculture products such wheat and rice as the means to replace imports and expand food and livestock exports to neighbour countries.

The strategic (ASDS) document puts forward the need of increase private sector participation and agriculture development in general by creating the favourable climate for commercial activities. The government aims at devising appropriate investment incentives for agriculture sector, harmonize and publicize the agricultural sector legislation and that of collaborating sectors; provide legal empowerment for

³⁰ Agricultural Sector Development Strategy 2001.

stakeholders to control commodity boards; legalize and promote cross-border trade; streamline procedures for legal access to land and undertake land demarcation and surveys in agricultural investment zones.

3.3.4 Sera Ya Taifa Ya Uwezeshaji Wa Wananchi Kiuchumi 2004 (Community Development Policy)

According to Sera Ya Taifa Ya Uwezeshaji Wa Wananchi Kiuchumi 2004³¹, (Community Development Policy), the land was stated as ineffectively utilized to enable the citizen to fully participate in economic development. For this reason the Government will utilize the land by enabling her citizen to increase their income and access share through land in order to actively involve in economic development. The strategies to be used include developing infrastructure in arable land so that it will be used for agriculture production. Also to develop infrastructure which will accommodate agriculture, livestock, business and other economic development activities. The Government also intend to enable the farmers and other land users to access the credits through land.

3.3.5 Community Development Policy 1996

Community Development Policy, 1996³², aims at enabling Tanzanians to bring about their own development by working to improve production so that they may have increased income which will enable communities to build a better life through self-

³¹ Sera Ya Taifa Ya Uwezeshaji Wa Wananchi Kiuchumi 2004

³² Community Development Policy 1996, The United Republic Of Tanzania.

reliance and use of locally available resources. It acknowledges this approach as the major way to eradicate poverty.

The policy focusing areas include eradicate poverty through involving those responsible for bringing about community development by advising and training individual families and households, encouraging groups or cooperative productive activities. It also focus on responding to and meeting the need of special groups of women, children and youth in order to reduce their work load, strengthen family income generating projects and enable them to participate in decisions and ownership of family property.

3.3.6 National Strategy for Growth and Reduction of Poverty (NSGRP)

According to National Strategy for Growth and Reduction of Poverty (NSGRP),³³ Tanzania aims at increasing agricultural growth from 5% in 2002 to 10% by 2010. The strategy to be used include increase number of irrigation schemes and development of more efficient use of water schemes, increase productivity in existing agricultural activities through adoption of and investment in more productive technology packages in agriculture. In livestock growth, it aims at promoting pastoralism as a sustainable livelihood system and promotes efficient utilization of rangelands and empowerment of pastoral institutions, for improved livestock productivity.

³³ Growing Out of Poverty 2005, A Plain Language Guide to Tanzania's National Strategy for Growth and Reduction of Poverty (NSGRP).

3.3.7 The Tanzania Development Vision 2025

The vision come to being after the realization that, the country need to develop itself in all areas in order to be active participants as the nation in a global development world characterized with advance technology, high productivity, modern and efficient transportation and communication infrastructure.

The Development vision objectives include achieving quality and good life for all; good governance and the rule of law; and building a strong and resilient economy that can effectively withstand global competition³⁴. The national development vision deploys the intent of being people centred. It consider the national development as fact in which wealth are created and distributed freely from inequalities and all forms of social and political relations which inhibits empowerment and effective democratic and popular participation of all social groups in society.

The government committed to create the situation so as to foster economic transformation from a low productivity agricultural economy to a semi-industrialized one and highly productive agricultural activities which are affectively integrated and buttressed by supportive industrial and service activities in the urban and rural areas.

³⁴ URT (1995) The Tanzania Development Vision 2025.

3.3.8 Summary of Policy Review

Due to the supportive policy on the agriculture and livestock the KAMAMMA community members are in the position to access and utilize the opportunity for poverty alleviation through the implementation of income generating activities in agriculture and livestock.

Unless there are viable ways of introducing appropriate technology and approach to improve and run IGAs on agricultural and livestock, the situation may worsen in the future for KAMAMMA community. Due to the fact that IGAs are practical and proved to work in different parts of the world, then small groups for women at KAMAMMA community and Karangai village in particular will be able to run their IGAs for agriculture, livestock and other small business for poverty alleviation.

CHAPTER FOUR

IMPLEMENTATION

This chapter will cover among other things capacity building trainings, strategic plan training, developed operational plan and proposal writing and IGA management skills sessions. In the course of the project implementation, there were products and outputs such as trainings conducted. The plan which guides the implementation was developed. Financial, material resources and human resources were inevitable for the successful implementation of the project. Project budget was contributed by the author, community members and KIDTF CBO.

4.1 Product and output

The project was geared to produce quality skills for both Karangai village group members and KIDTF staffs in initiating, managing, supervising and monitoring income generating activities. It aimed at creating ability to design and develop a strategic plan among the group members and staff. The project intends to facilitate the initiations of two collective IGA among the three groups. It also focuses to facilitate the formation and registration of a local association for social advocacy and economic purpose among the three groups in Karangai village.

As the result of training conducted, Pandaneni group leaders were strengthened and empowered to lead effectively. As per summative evaluation conducted in Dec, 2006, harmony among the Pandaneni group members was enhanced and group members are optimistic about their future. A five years strategic plan and annual

operation plan for 2007 were developed, a two room group's shop were constructed and fundraising for initial capital of a group shop were initiated.

4.2 Project planning

The project was planned in conjunction with KIDTF which is the hosting CBO. The project intended to collaborate and involve local and central government, available stake holders such as HPI, WVT and community members to improve the household incomes through capacity building for the existing IGAs group within KAMAMMA operation area. For tangible results and effectiveness within the minimum time available, the project focused on three agricultural and livestock farming groups at Karangai village. The project was planned in such a way that, it will be easier for the community members to replicate hence form other community based IGA groups within their areas.

Table IV: Below is the plan of the project

Objectives	Activities	Resource required	Planned delivery timeline	Person responsible.
1.Capacity Building on Strategic Planning to 80 members by the end of March 06	Attend monthly and quarterly group meetings.	Travelling fees Flip charts Marker pens	February & March 06	Author Groups members Group leaders KDTF volunteers
	Conduct training on Strategic Planning	Travelling fee Stationery Flip chart Marker pens	March – April '06	Author Group members. Volunteers

	Coordinate the SP application in groups.	Stationery Travelling fees Flip charts.	May & June 06.	Author & Groups leaders.
2. Formation of two IGA by the end of 2006.	Discussion with leaders on a viable IGA and make cost analysis.	Travelling fees Flip chart Marker pens	May 06	Author & Groups leaders
	Discussion and make a consensus with groups members	-	May 06	Group leaders and members.
	Mobilize funds to launch the agreed IGAs.	Funds Materials	June & July 06	Group members, HPI, Govt under PADEP, KIDTF and the author.
	Coordinate and monitor the IGAs projects.	Running cost. Personnel for Supervision	July 06	Group leaders and members. IGA committee.
3. Facilitate the formation and registration of local association for social advocacy and economic	Conduct capacity building on social and advocacy issues.	Travelling fees Stationery	July 06	Group leaders and members. Author
	Develop association constitutions.	Group leaders and members	August 06	Group leaders and members, Author

purpose among the three groups in Karangai village by the end of October 2006.	Facilitate the election of social and advocacy association leaders.	-	Sept 06	Group leaders and members, Author, KDTF volunteers
	Facilitate the registration of the association	Travelling fees Lawyer consultation	October 06	Group leaders and members, Author, KDTF volunteers
	Conduct the project evaluation.	Travelling fees Stationery	Dec 06	Author,

4.2.1 Implementation Plan

The actual implementation has demanded more time and involvement than expected. Through close interaction with the group's leaders it revealed other needs which had to be addresses before embarking into the objectives of the project. The need to conduct a training on leadership, group dynamics and planning emerged hence they were addressed before the development of the strategic plans. In collaboration with the whole group members, the five year strategic plan (2007-2012) and one year operation plan for 2007 was developed. Proposal writing skills and strategic planning was also addressed to KIDTF staff.

Table V: Actual Implementation Plan

No	Activities	Resources	Project month	Person responsible
1	Participate in a group monthly meeting	Travelling cost	March 06	Author & group members
2	Conducted consultation with group leaders.	Time	April 06	Authors & group leaders
3	Visited bricks burning sites and group leaders.	Travelling cost.	April 06	Author & group Leaders
4	Conducted field visit to group members with chickens, goats and cows.	Travelling cost	May 06	Author, group's leaders and KIDTF volunteers.
5	Conducted training on leadership and group dynamic	Travelling cost Hand outs notes Flip chart	July 06	Author Group leaders & KIDTF project coordinator.
6	Conducted training on the importance of planning.	Travelling cost Hand outs notes Flip chart	July 06	Authors, Group members & KIDTF project coordinator and two volunteers.
7	Highlighted and trained on Proposal skills writing to KIDTF staffs	Travelling cost Materials on Proposal writing.	August 06	Author KIDTF staff
8	Develop a concept paper on HIV/AIDS in collaboration with KIDTF staffs.	Computer	September 06	Author KIDTF staffs
9	Conducted training on how to develop a	Travel cost Venue	September 06	Author, WVT technical staff,

	strategic planning.	Flip chart. Meals and drinks.		group members and KIDTF project coordinator.
10	Coordinated the development of strategic plan	Travel cost Venue Flip chart. Meals and drinks.	September 06	Author, WVT technical staff, group members and KIDTF project coordinator.
11	Developed annual operation plan for 2007.	Travel cost. Venue Flip chart. Meals and drinks.	October 06	Author, Group Leaders and KIDTF project coordinator.
12	Conducted a discussion with group members and provide highlights on how to raise funds for project.	Travel cost. Venue Flip chart. Meals and drinks	October 06	Author, Group Leaders and members.
13	Coordinated fundraise for a group shop construction.	Travel cost. Developed fundraising forms.	November 06	Author, group leaders and group members, volunteers.
14	Project Evaluation	Travelling fees to the field	December 06	Author, group leaders and KIDTF project coordinator.

4.2.2 Inputs

Inputs employed during the project implementation included; human resources inputs, financial resources inputs and materials input. Human resources were Pendaneni, group members, KIDTF staffs, technical personnel such as Ward

Agriculture and Livestock Officer, partners from different institutions and NGOs, also local government leaders were of great support for their will and advice.

Financial resources which were used for capacity building and during consultation were contributed by the author, KIDTF and groups members.

Group members availed themselves and contributed cash for a group's shop construction while the KIDTF properties such computers and travel facilities-motorcycle were used for the facilitation of the trainings. The author contribute and meet his travelling expenses from Arusha to field (KAMAMMA Areas) which is 28Km from Arusha town. The author shared the training cost with the group members.

In the course of the project, five consultative meetings were conducted with group leaders, and four capacity building trainings for group's members and leaders were conducted. Leadership, group dynamics and development of strategic plans were the main focus of the trainings.

4.3 Staffing pattern

As described earlier, the project is incorporated within the KIDTF organization which has limited number of staff as compared to their objectives. In order to carry out successful the initiated g

oals of the increased household income project, the consultation and training on group dynamics were done to KIDTF project coordinator who is currently playing a

role of an accountant. Two volunteers based at Maweni and Karangai village were highly in cooperated within the project. In addition to organization responsibilities, the project coordinator was also part and parcel in conducting capacity building trainings sessions to group leaders and members on IGA. With skills and experience, the project coordinator will coordinating and facilitating the launch of appropriate IGAs groups in KIDTF operation areas, linking the group with technical institutions, collaborating with group members to seek markets for goods produced by groups members and ensuring the harmonious collaboration between the groups. Group leaders are well collaborating with local and central government and the existing NGOs within the area. The two volunteers were part and parcel during the groups training and the development of the strategic plan.

KIDTF staffs have acquired a capacity building session on proposal writing as well as how to develop organization strategic plan. The issue of increased income at the household level was taken into consideration during the process of developing a three year strategic plan of KIDTF.

4.4 Budgets

The planned budget for the entire project was estimated to be eight hundred and sixty thousands Tanzanian shillings only (Tsh 860,000/=). So far the actual budget raised and spent is six hundred and fifty thousands (Tsh 650, 000/=). Some of the planned activities were not accomplished due to different factors such as droughts and inability of group's members to attend frequent planned meetings as well as limited

time available. The funds were mainly used to meet capacity building trainings costs.

A group shop for small house hold needs and animal product was initiated. The shop is among of the IGA identified during the development of the group's SP.

Previously Pandaneni group members raised a total amount of four hundred thousands shillings (Tsh 400,000/=) and used the money to erect unfinished two rooms building which were converted to a group's shop during Strategic Plan development. The funds were contributed by groups members, that is, each group member contributed Tsh 10,000/=.

In order to accomplish the construction a total amount of Tsh 1,200,000/= is required for 14 iron sheets, timber for window , doors and shelves, cements, sands, stones, and for the construction cost. The group has already raised ninety five thousand shilling (Tsh 90,000/=) for the construction. The remaining balance will be obtained through fundraising and groups' contributions. As per operation plans, the construction will be accomplished in June 07 while full operation will began on October 07. Total initial capital to run the business is estimated to be one million five hundred thousand only. (Tsh 1,500,000). Personnel to operate the retail shop and estimate salary per month will be identified and determined by the group members. At the moment, the group is depending upon local and central government for technical support in livestock and agriculture.

The capacity building trainings and the initiated shop project was developed in such a way that, it will be accommodated within the CBO. The existing KIDTF staffs who are paid by the organizations were the one to facilitate the progress of the income project since it is inline with their objectives. The two volunteers at Maweni and Karangai villages are part of the community members hence they are enthusiastic and ready to support the developed strategic plan for the benefit of their fellows' communities. As to date, the project has enhanced harmonious among the group members and facilitated the strategic and annual operational plan which give the clear direction to the group and the CBO. Definitely the financial benefits are inevitable in the future.

4.5 Project Implementations

4.5.1 Project Implementation Report

The project was implemented in collaboration with KIDTF staff and volunteers, group leaders and members. Capacity buildings training workshops were the main activities undertaken during the project implementations. Collaboration and political will were available from local government leaders.

4.5.1.1 Leadership Training

The author made a consultation meeting with group's leaders in collaborations with KIDTF staffs.

Group's leaders pointed out the need to have training on planning and leadership. During the consultation, the group leaders were taught about leadership and group

dynamics, this included how to handle group's challenges. In the Leadership topic, the author tackled on meaning of a leadership, type of leadership, ethic and quality of a good leader.

4.5.1.2 Capacity Building Training

28 members of Pandaneni group participated in a first training on planning. The importance of planning was taught as well as prerequisite for project initiations. As the result of training, the Pandaneni group guide (by laws) was reviewed and harmony among the group members was improved.

4.5.1. 3 Strategic Plan Training

The training on how to develop a strategic planning (SP) was conducted. The training gaps for livestock keeping identified during community need assessment and through research were incorporate in the strategic plan.

A five years strategic plan was developed as the result of the training. The strategic plan entails the whole programme to be embarked in five years to come. The strategy highlights three key issues which need to be addressed, among them includes, lack of quality skills for livestock keeping, lack of appropriate/ reliable market for livestock and agriculture products and unavailability of grain processing machine for both human consumption and animal food productions. Strategies were developed in relation to every stated issue. The activities were identified and time frame was set for raising funds to open up the group shop which will be used together with other things to purchase the livestock and agriculture products, and to purchase and sell the livestock processed foods particularly to the group members. Training schedule to

the group members were planned and means to access the quality livestock were identified. Study tour visits to other areas as well as collaborations with livestock extension officer are among of the things employed.

4.5.1.5 Developed a Group Operational Plan for 2007

The researcher facilitated the group to develop a one year operational plan (2007). The operational plan was developed basing on the major issues raised in the strategic plan. Among the main issues to be focused in 2007 included: finalizing the construction of the group shop, fundraise for the initial capital, purchasing animal foods and human daily consumption items, identification and employ one personnel to oversee the group shop business. Also group leaders will participate in three different meetings for learning and experience sharing, this include visiting farmer's exhibition at Njiro-Arusha (Nane nane) in August 2007. The exposure will enlighten the group members on both agricultural and animal products. The group also identified and assigned four group members to seek the possibility of borrowing money from the microfinance institutions such SEDA and PRIDE.

4.5.1.6 Proposal writing and IGA management skills session

Proposal writing skills were enhanced through consultation meeting to KIDTF staff, the skills were discussed and highlighted to avert the scarcity of funds to meet the desired CBO objectives. The skills targeted on the community needs in the ground. Some of the question asked before developed the proposal includes, what is needed, as the CBO what is our focus, is it in our strategic plan, which resources are available, who are the partner, what are their interest etc.

The KIDTF staffs were able to develop a quality concept paper on HIV/AIDS to be submitted to Stromme Foundation. Currently, two proposals on advocacy and lobbying , Gender and development are in the process, the concept papers will be submitted to one of the Organisation in Canada. Through the project implementation, the author assisted the KIDTF CBO to initiate the process of involving all stakeholders in Strategic Plan Development. In collaboration with the author, the CBO management are currently developing a three year strategic plan (2007-2010).

4.5.2 Implementation Gantt Chart

The Gantt charts were developed for the project schedule and project implementation. Planned activities such as needs assessment exercise, participation of group meetings, training on leadership, group dynamics, planning and strategic planning were implemented. Monitoring and evaluation were also conducted. Other activities which were not in the initial Gantt chart such as assisting KIDTF staff in proposal writing skills, development of the CBO strategic plan, development of annual operation plan to IGA group members at Karangai village, preparation and development of training materials in Kiswahili language to group members were also undertaken.

CHAPTER FIVE

MONITORING, EVALUTION AND SUSTAINABILITY

This chapter will highlight the purpose and methods applied in monitoring and evaluation of the project. Formative and summative evaluation was performed and has indicated good and quality result of the trainings conducted. The findings show that, the group members were able to participate fully in trainings and above all they are very well aware of their developed strategic plan.

5.1 Monitoring

Monitoring is the regular observation and recording of activities taking place in a project or programme. It is a process of routinely gathering information on all aspects of the project. It involves in giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project³⁵. Boerma define monitoring as a systematic and continuous process of collecting and analyzing information about the progress of a programme (Boerma J.T. 1991)

According to CEDPA 1994, monitoring is the process of routinely gathering information on all aspects of the project. The Monitoring was conducted regularly to access the project progress inline to planned activities and keep the project on schedule.

5.1.1 Monitoring Objectives

- Determining whether the inputs in the project are adding value.

³⁵ <http://www.scn.org/cmp/modules/mon-wht.htm>

- Ensuring all activities are carried out properly by the right people and in time;
- Determining whether the way the project is carried out is inline to with the plans.
- Analysing the situation whether there is occurring challenges in the project implementation and finding solutions.

5.1.2 Project Objectives

The overall, objectives is to increase the income at household level to KAMAMMA community members.

Specific objectives of the project include:

- To build the capacity on strategic planning to 80 members of three agriculture and livestock farming groups at Karangai village by the end of March 06.
- By the end of 2006, the author in collaboration with three groups and stakeholders will facilitate the formation of two viable and sustainable IGAs.
- Facilitate the formation and registration of local association for social advocacy and economic purpose among the three groups in Karangai village by the end of October 2006.

5.1.3 Research Methodology for Monitoring

Monitoring was planned to be conducted in monthly basis through different methods such as reviewing of reports and records, focus group discussion, checklist, project visit and observation. . The monitoring were carried out for the planned activities which include training on strategic plan, development of group strategic plan, initiation of income generating activities within the groups and the initiation of an

association for social and economic purpose among the three groups in Karangai village.

The table below summarizes the monitoring plans as per goal, objectives, activities, indicators, data sources, tool applied to collect data, person responsible and the time frame.

Table VI: Monitoring Plan

Objectives	Activities	Indicators	Data sources	Methods/ Tools	Person responsible	Time frame
Capacity building on strategic planning to 80 members by the end of March 06	Attending monthly group meetings	# of meeting attended	Attendance register	Meetings reports	Author Groups members & leaders KDTF volunteers	February & March 06
	Attend quarterly meeting	# of quarterly meeting attended	Attendance register	Meetings reports	Author Group members. Volunteers	March 06
	Conduct training on Strategic Planning	# of group member trained. Training handout in place	Attendance register Handout materials in place	Trainings report	Author Groups leaders.	March –April 06
	Coordinate the SP application in groups.	SP in place IGA	SP in place.	Group quarterly report. Observation	Author Groups leaders KIDTF coordinator.	May & June 06

By the end of 2006, the author in collaboration with three groups and stakeholders will facilitate the formation of two viable and sustainable IGAs	Discussion with leaders on a viable IGA and make cost analysis.	# of discussion conducted # of group leaders participated Type of IGAs adopted	Attendance register Work plan in place	Meetings reports.	Author & Groups leaders	May 06
	Discussion and make a consensus with groups members	# of group members participated	Attendance register	Progress report.	Group leaders and members.	May 06
	Mobilize funds to launch the agreed IGAs	Methods of fundraising applied. Amount of funds mobilized IGA committee formed	Financial report. Quarterly report	Fundraising reports	Group members, HP, Govt under PADEP, KIDTF and the author.	June-July 06
	Coordinate and monitor the IGAs	# of IGAs in operation.	Monthly & quarterly	Progress report	Group leaders and members.	July'06

	projects.	Monitoring tool in place. # of personal employed to run the IGAs	report		IGA committee.	
Facilitate the formation and registration of local association for social advocacy and economic purpose among the three groups in Karangai village by the end of October 2006	Conduct capacity building on social and advocacy issues.	# of capacity building training conducted. # of people trained. # of people involved	Attendance registers. Participants list	Training reports	Group leaders and members. Author	July' 06
	Develop association constitutions.	# of people involved. Constitution in place	Monthly report & quarterly report	Progress report	Group leaders and members, Author	August'06

	Facilitate the election of social and advocacy association leaders.	# of meeting conducted # of leaders elected	Meeting reports	Field report	Group leaders and members, Author, KIDTF volunteers	September '06
	Facilitate the registration of the association	Registration certificate in place.	Quarterly report.	Progress report.	Group leaders and members, Author, KIDTF volunteers	October'06

5.1.4 Actual Monitoring Conducted

The actual monitoring plans carried out during the implementation of the project included:

- Group dynamic training.
- Leadership training.
- Training on strategic plan.
- Development of group strategic plan.
- Development of annual operation plan.
- Initiation of one income generating activity within the groups.

Table VII: Actual monitoring conducted

Objectives	Activities	Indicators	Data sources	Methods/ Tools	Person responsible	Time frame
Capacity building on strategic planning to 80 members by the end of March 06	Attending monthly group meetings	# of meeting attended	Attendance register	Meetings reports	Author Groups members & leaders KIDTF volunteers	February & March 06
	Attend quarterly meeting	# of quarterly meeting attended	Attendance register	Meetings reports	Author Group members. Volunteers	March 06
	Conduct training on Strategic Planning	# of group member trained. Training handout	Attendance register Handout materials in place	Training report	Author Groups leaders.	March –April 06
	Coordinate the SP application in groups.	SP in place IGA		Group quarterly report. Observation	Author KIDTF Coordinator Groups leaders	May & June 06

By the end of 2006, the author in collaboration with three groups and stakeholders will facilitate the formation of two viable and sustainable IGAs	Discussion with leaders on a viable IGA and make cost analysis.	# of discussion conducted # of group leaders participated Type of IGAs adopted	Attendance registers. Work plan in place	Meetings reports.	Author & Groups leaders	May 06
	Discussion and make a consensus with groups members	# of group members participated	Attendance register	Progress report.	Group leaders and members.	May 06
	Mobilize funds to launch the agreed IGAs	Methods of fundraising applied. Amount of funds mobilized IGA committee formed	Financial report. Quarterly report	Fundraising reports	Group members, HP, Govt under PADEP, KIDTF and the author.	June-July 06

	Coordinate and monitor the IGAs projects.	# of IGAs in operation. Monitoring tool in place. # of personal employed to run the IGAs	Monthly & quarterly report	Progress report	Group leaders and members. IGA committee.	July'06
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During January-April 2006, group members were busy searching for means to meet their daily needs - particularly food due to the effect of drought which led to hunger through the Nation. Readjustments were made in terms of the planned activities such as training.

Through monitoring, the author learned that, there was a need to create stability among the member groups before lead the initiation of an association for social advocacy and economic purpose. Time limit was also a very significant fact for this unaccomplished activity.

During monitoring period, it was noted that, eighty percent of the Maboga groups lost their chicks due to diseases, and this therefore slowed down their moral to join up and continue in the preliminary trainings. Tofali Moto group though it has bylaws (guide), some of the principles were not practiced as it was supposed. The group lack equal participation and contribution among the group members hence needed further re-examination of the group initiation and mission of its existence. The group needed a capacity building on group cohesion. Through observation and follow up, the author noted that, there were no significance partnerships between the existing groups. There are unforeseen factors such as interest diversity among the groups, age and gender of the group members, understanding level among the group members which need to be addressed for groups to work collectively. For instance, the majority of Tofali Moto group members are young energetic men while Pendani group members are women. The author opted to deal with one group which is

Pendaneni since it could have required more time to facilitate and forge partnership and cohesion among the existing three groups.

The formed finance committee were able to provide progress report on the expenditure of the raised funds. The funds were mainly used for the construction of the group shop and partly for training cost.

Group leaders were part and parcel in coordinating and implementing the agreed resolutions, for instance they constantly convene the meeting as required. Apart from being responsible with keeping records and funds, they have been ensuring that, group members who could not participate the training were able to access the handout as well as the information delivered during the training. The group leaders also made analysis with the carpenter on the amount of cash required to finish a two room for a group shop.

Strategies and activities planned as the result of strategic plan development were implemented by the identified group people. For instance, the KIDTF project coordinator was given an assignment to follow up and investigate the cost of purchasing, transporting and installing a milling machine at Karangai Village. A milling machine was introduced and adopted during the development of strategic planning. As the course of project implementation the group monthly meeting were revived and new quality by laws (guide) for Pandaneni group were developed.

5.2 Management Information Systems

The mechanism employed for monitoring included, the use of attendance sheets to every meetings conducted. Normally leaders record their names in every meeting or during consultations. Likewise in trainings all participants sign the attendance sheets.

Follow up on the agreed activities is made by both the group leaders and the volunteers. The two KIDTF volunteers are also responsible in record and documentations. They provided information prior to the schedule meeting or trainings.

During monitoring, the issue of time was a bit a challenge since most of the group participants were reluctant with time (not observing time during meetings). In line with that, normally flexibility was considered to accommodate group members who are sluggard and these who could not accomplish the agreed work timely.

The training has taken into consideration the fact that other participants they have lower inability of understanding and internalizing the training materials. There are 40 members in Pandaneni group, but only 28 and 22 participated in the training for planning and strategic planning respectively. The community members are so integrated to each other in such a way that the funerals, celebrations, and festival affect plans and group schedule. For instance the planning training was postponed because of the funerals. Also the training on strategic plan development had fewer participants compared to other trainings since other went for the funeral.

Saturday, which is a flexible day for the author to meet and discuss with group leaders as well as conducting training were not frequently used since most of the group members normally go to the market which is 20km from the village. The author and group leaders have to agree in advance the convenient time to be used for meetings and trainings to accommodate all the group members.

Things to appreciate include the fact that, entire group member enthusiasms were raised through training and that they are well informed and aware of their direction within the programme as the result of strategic planning.

5.3 Evaluations

According to CEDPA, evaluation is the process of gathering and analyzing information to determine whether the project is carrying out its planned activities and the extent to which the project is achieving its stated objectives through these activities.³⁶

5.3.1 The Purpose of Evaluation

The purpose of this evaluation was but not limited to see whether the objectives has been achieved in relation to planned activities, to find out the effectiveness of the project-this mean to access the extent the things were done well as per project plans. Further more evaluation was used to inform what to be done in the future as the result of experience and the work which have been done.

³⁶ The Centre for Development and Population Activities ,1400 16th Street NW Suite 100

Two evaluations (Formative and Summative) were conducted within the designated period to the project. Evaluation of the project success was done in reference to the planned schedule and activities, clarity of strategic plan in relation to goal achievement, efficiency/effectiveness among the agriculture and livestock farming group after the training. It also accessed the developed strategic plan and the initiated IGA within the community.

5.3.2 Performance Indicators

Indicators are quantitative or qualitative criteria for success that enable one to measure or assess achievement of project objectives³⁷. Marie T. Feuerstein distinguished in her path breaking book “Partners in Evaluation” (McMillian, London 1986) nine common types of indicators which includes its availability, relevance, accessibility, utilization, coverage, quality, effort, efficient and impact.

Indicators are also defined as a specific, observable, and measurable characteristic or change that shows the progress a program is making toward achieving a specified outcome³⁸.

Indicators to measure the success of the objectives were designed from the project inceptions. The indicators were put into three categories, which include input, output and impact indicators. The indicators were developed in such a way that, it measure changes that can be linked /attributed to the project undertaken. The indicators are also

³⁷ The Centre for Development and Population Activities ,1400 16th Street NW Suite 100

³⁸ chppm-www.apgea.army.mil/dhbw/PET_Glossary.aspx

appropriate to measure what is important as well as qualitative and quantitative change. The indicators are targeted in terms of quality, quantity and timing.

Input indicators such training, consultation meeting were done at Karangai Village. As described early all five leaders of Pandaneni group members were trained on leadership. 28 participants were trained on leadership and planning. 22 group members attended the training on strategic plan.

The impact of the training was SP development as well as annual operation plan for 2007. The harmony among the group members due to stable leadership was among of the element expected.

Table VIII: Three categories of indicators

Goals & objectives	Input indicators	Output indicators	Impact indicators
1.Capacity Building on Strategic Planning to 80 members by the end of March 06	<ul style="list-style-type: none"> • Number of training conducted • Type of training conducted. • Participants list • Availability of hand out. 	<ul style="list-style-type: none"> • # of people trained. • # of people with skill to develop as SP • # people involved in developing a SP 	Strategic Plan in place.
2. Formation of two IGA by the end of 2006.	# of Consultation meetings conducted.	<ul style="list-style-type: none"> • # of people participated. • Type of IGA initiated. 	Existence of the IGA. Income increased as the result of new

	# type of the agreed IGA.	Fundraised for the initiation of IGA.	IGA. Staff employed to run the IGA.
3. Facilitate the formation and registration of local association for social advocacy and economic purpose among the three groups in Karangai village by the end of October 2006.	Training conducted	<ul style="list-style-type: none"> • # of people trained. • # of people involved • Elected association leaders. • Registration of the Association. 	Existence of association constitutions.

5.3.3 Formative Evaluation

According to wikipedia.org, formative evaluation is a technique in instructional design to survey ongoing projects during their construction to implement improvements. It is also referred as an evolution conducted during the operation of a project, generally for the purpose of providing immediate feedback to the grantee about the status of project activities and so that project revisions may be made.³⁹

During the evaluation it was evidenced that the training conducted was very significant since group members become well informed on the way forward of their projects. Evaluation show that, group members and leaders missed the type of the training offered otherwise they could have progressed far than where they are today.

³⁹ www.broward.k12.fl.us/grants/html/resources/definitions.html

The skills acquired have enabled the group in Karangai village to develop their own vision and strategic plan for the fulfilment of their development project.

“I wish we received this kind of the training previously, we could have been five steps far than today” By Mrs Salome –Pendaneni group chair person.

5.3.4 Summative Evaluation

Evaluation is the systematic acquisition and assessment of information to provide useful feedback about some object. Summative evaluation is a method of judging the worth of a program at the end of the program activities. The focus is on the outcome (Bhola 1990)⁴⁰.

This evaluation was geared to access the concrete achievement of the project. This imply to determine the extent to which training objectives are achieved as per original training plan implemented, to access the impact of the whole projected since inception and on what should be revised, terminated or carried on for the IGA project sustainability.

Summative Evaluation was intended to measure the developed of strategic plan in place, existence of the new IGA developed, staff employed and the existence of association among the groups in Karangai village. The evaluation has also focused on the quality on the groups in terms of harmony created and the existence of improved group guideline.

⁴⁰ <http://www.sil.org/lingualinks/literacy/>

5.3.4.1 Evaluation Methods

Survey method, focus group discussion and observation methods were used to conduct summative evaluation.

5.3.4.2 Survey Methods

This methods were selected since it ease to administer and can collect a lot of information in regard to the project surveyed.

5.3.4.3 Analysis Techniques

The analysis technique used was Excel. Data were coded and analyzed through the excel programme.

5.3.4.4 Reliability and Validity

The questions administered were designed within the context of the project. The questionnaire was also translated in Kiswahili which was easily understood by the group members. The sample selection was from the same group where community need assessment was conducted.

The evolution questions were designed in such a way that, it can capture the desired information inline with the objectives of the project. The evaluation focused on capacity building conducted in terms of type and quality of the training conducted, developed IGA, income improvement and the total impact of the project within KAMAMMA community.

The questions were administered by the author with KIDTF volunteers. Where necessary, clarification was given by both the author and KDTF volunteers.

5.3.4.5 Sampling

A sample of twelve people was randomly selected among the group members who participated in the trainings conducted previously within the groups.

5.3.4.6 Tool

The tool applied during data collection was individual administered questions.

5.3.4.5 Questions

There were twenty two questions administered, they included open and close ended questions. Eleven questions were open while the rest were closed ended. The content of the question included the number and type of training the group member participated, the usefulness of the training at the individual level, the desired training for future. The questions explore the significance of the developed strategic plan, it check the present situation of he group as compared the previous time without the SP and trainings. Further more the questions explored whether the group members were satisfied with the group progress and how they can contribute toward the attainment the established goals. Cooperate initiated IGA were looked upon and how the funds were obtained.

The evaluation concluded by inquiring participants expectations and their comments with regards to their group's improvement.

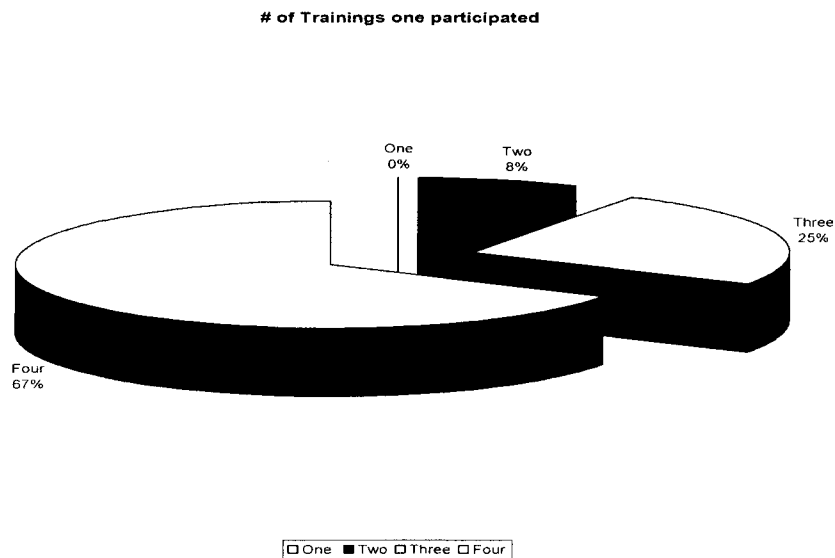
5.3.4.7 Findings

Training participation.

Through the evaluation, the study revealed that 93% of Pandaneni group members were able to participate in the training more than three times. All of the group

members who participated in the training sponsored (meeting the training cost) themselves.

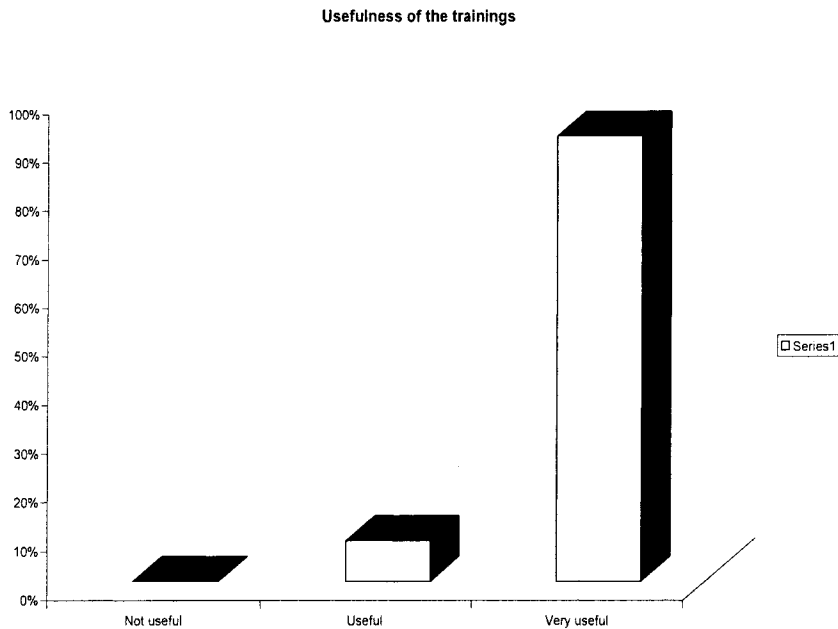
Figure II: Number of trainings one participated.



Source: Field evaluation findings, 2006

Usefulness of the trainings

90% members indicated that the trainings were very useful. At individual level the trained people commented on the conducted trainings that, they have enlightened their knowledge and helped them to know what to do next.

Figure III: The usefulness of the trainings.

Source: Field evaluation findings, 2006

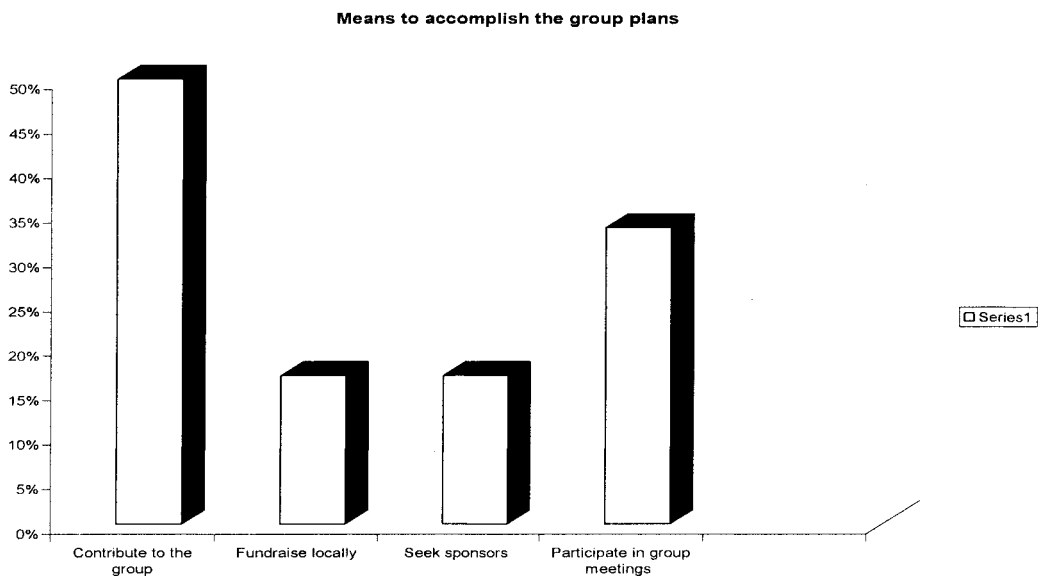
All of the interviewed members responded of being aware of a strategic plan in place. In response to the importance of the SP, it vary, but 73% responded that it helped them to have a group direction while others responded that it enhanced group unity and enable them to initiate a common project which is a group's shop.

Satisfaction of the group progress

100% of the people interviewed were satisfied with group development progress. Group members were able to provide the difference between the previous and present state of the group after capacity building trainings. Issues such as increased knowledge, understanding and mind open up on IGAs and group members zeal being revived were among the things sighted. Things such as personal contribution to the

group, participation in groups meetings, fundraising and seeking of sponsorship were strategies mention toward accomplishing the group plans

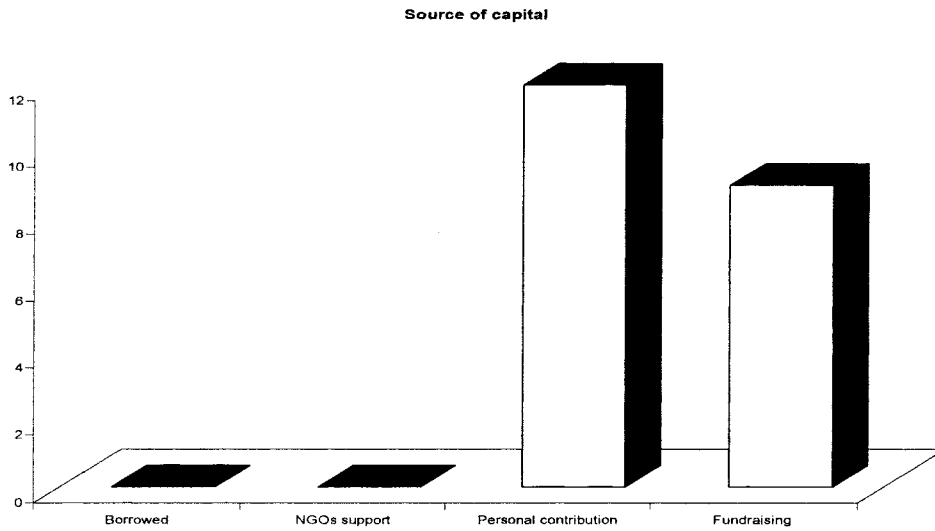
Figure IV: Means to accomplish the group plans.



Source: Field evaluation findings, 2006

Corporate IGA

100% indicated to have a corporate IGA which is at the initial stage. All the interviewed group members indicated to have contributed individually and through fundraise for initiation of the group shop. So far, there were no funds borrowed neither NGOs support.

Figure V: Source of capital for a Corporate IGA

Source: Field evaluation findings, 2006

5.4 Sustainability

Australian Agency for International Development 2000, define development sustainability as the continuation of benefits after major assistance from the donor has been completed.⁴¹ Sustainability is also referred as a characteristic of a process or state that can be maintained at a certain level indefinitely.⁴²

The project is rooted in the community. It is the community members' initiative through participatory process which led to the existence of the project. The most needed things for the project sustainability is clarity and ownership of goal to the groups' members. So far the group leaders as well as their members are on the top in implementation of the programme to attain the goal. The trained leaders are

⁴¹ Australian Agency for International Development 2000

⁴² <http://en.wikipedia.org/wiki/Sustainability>

competent and creative; they have ability to think beyond the Karangai context. Both group leaders and the KIDTF staff are capable in group supervision for growth and expansion. Currently the author will continue to collaborate with group leaders for more encouragement on transparency and accountability. The groups have a potential to network and collaborate with other groups and associations for experience and best practice sharing.

5.4.1 Sustainability Plans

There are concrete steps considered to ensure the sustainability of the project: First step was, developed clear stipulated goal of the project to both KIDTF staff and groups members at Karangai village. The second step was, building capacity of leaders in leadership skills and group dynamic hence they will be able to enhance mutual understanding among the group members. The third step was development of a five year strategic plan for the group. Group are well informed on where they are as well as their direction towards the desired future. Forth step is the development of the annual operation plan-2007. SP and operational plan acts as the guide and map toward the goal achievement. This means, internal and external resources will be geared to the accomplishment of what was stipulated in a SP. The group is not in isolation, hence there will be a need to improve knowledge and skills to adapt with changes, study tours is among the key areas stipulated in the strategic pals as the mechanism to update and equipped group's members with ability to review their plans accordingly.

5.4.2 Economic and Financial Sustainability

In terms of funds, the group members were encouraged and have developed the character of focus on their effort to run and implement their designated project as per strategic plan in place. For instance, through group initiatives and contributions, the group members manage themselves to construct two rooms for a group shop. As mentioned in the implementation part, the group contributed funds through monthly pelages as well through fundraising within their community. The act of contributing funds themselves towards their project is the evidence element of ownership.

Unlike the previous time of waiting for donors to propose and lead development initiatives, the group has the base on where to start and progress forward.

The group shop is expected to begin its operation by October 2007. Since the shop will be used to meet human daily need, farming and livestock product business, then the sustainability is ensured due to the fact there is a need to be mitigated as well as the will to do it from the group members.

Social circumstance such as floods and drought can affect the project though not at a great extend due to the fact that, the IGA proposed in the SP such as group shop for agriculture and livestock products business, tailoring, milling machine and animal product processing will still be in operation.

5.4.3 Political Sustainability

Tanzania has been experiencing and still experiencing both social and political peace. Community leaders such as Village chair person, village executive officer and ward executive officer were well involved from the project inception and throughout implementations process.

To avoid tensions among the existing political parties within the village, the group guidelines were made to accommodate the freedom of choice of political parties (not alignment to any political party).

The income generating project is inline with the key reforms that the government is pursuing with donor community support such as the macroeconomic and structural reforms⁴³.

The project fit well within the slogan of self reliance which is a drive force within the economical development of Tanzania.

5.4.4 Institutional Sustainability

The KIDTF organization leaders have been in front line to ensure what was initiated is coming into reality. As mentioned earlier, the KIDTF organization is still operation within that community hence they will work hand in hands with groups for goal accomplishment. KIDTF project coordinator and the two volunteers at Maweni and

⁴³ Understanding Economic And Political Reforms In Tanzania 203

Karangai village were part and parcel in all training conducted to groups' members at Karangai village. The trained groups' leaders and members as per evaluation are aware and capable to lead their members to attain their goals. With the zeal and enthusiastic prevailing, Pandaneni group will become a centre of learning for both KIDTF organization and other groups within KAMAMMA community hence it will inspire and attract group leaders and KIDTF staff.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

This chapter will present the conclusion and recommendations of the study and project undertaken in KAMAMMA community. Due to low economic state, a multi-integrated project system is required for house hold income improvement in rural areas. It gives suggestions necessary to initiate and run IGAs.

6.1 Conclusion

The project on capacity building to increased household income has made a great impact to both the KAMAMMA community and to the author. The engaged community members are proud to have in place their strategic plans which act as the guide towards the achievement of their dreams. Apart from the experience, the author learned a lot in terms of conducting the community needs assessment, prioritize and develop a problem, implement, monitor and evaluate the community base project.

According to the needs assessment conducted to KAMAMMA community, it shows that there is low income within KAMAMMA community despite of the existing IGAs run at Karangai Village. Based on the study and coordination of the developed project, it was realized that, Income improvement at the household level requires careful study, analysis as well as proper continuous capacity building for the initiated IGA. In rural set up where people are oriented and acquainted with farming and live stock keeping it is importance to have a quality capacity building on proper means of running, otherwise it may take long time than anticipated for benefits realization.

A multi-integrated project system which includes farming, livestock, and business project should be introduced and adapted to rural community members for income improvement. The concept of appropriateness and ability to manage are essential factors to consider in regard to project initiations. For instance too many projects may divert the strength and resources which could have been used to focus few appropriate IGA for maximum output.

Type and appropriate capacity building such as planning and leaderships training to community members will result into maximum utilization of both the human and non human resources.

Basing on the evaluation conducted to the income generating project at Karangai village, it shows that, with a guide community members are capable in developing and implementing their own plans. Though at the low level, the study also reveal that community members are willing and potential in contributing financially towards the implementation of their plans.

In order for development to be sustainable, it requires not only means but also advocacy for social and economic issues within the community and other stakeholders such as NGOs, civil societies and the government in large. Though the association intended to unite the group's members voice to advocate and address critical issue such as gender, HIV/AIDS pandemic and child labour was not formed, it is the author's view that, further research has to be done to explore this particular areas so as to get suggestions on how to bring into existence since it will enhance community development sustainability.

6. 2 Recommendations

The skills acquired have enabled the group in Karangai village to develop their own vision and Strategic Plan (SP) for the fulfilment of the development project. The acquired skills will need to be practiced. Group members need to review the developed SP in annual bases to be inline and update for given environment hence to stir up the group members morally to stick and work toward the goals.

There should be a constant capacity building in relation to any launched IGA for its sustainability. It is clear that, mobilizing community members to form group for IGA is one thing and capacity training for skills and means to overcome the challenges is another thing. Both mobilization and training has vital role to contribute for proper management and running of the income generation activities.

The capital elements, are of the great importance for the initiation of the IGA, it is good for the government and NGO to provide the capital to different communities but capital alone without continuous proper training is like “meat without knife”.

The study shows that, 65% percent of the IGA were initiated and supported by NGO's, the local and central government has to encourage communities members to save and mobilize and join their strength to initiate and run their own project and do away with the dependency syndrome.

Improper initiation of the project within the community will not only result in resource waste but also time, energy and moral of the community members will be

affected. It will create havoc hence act as the stumble block to any innovation. It is good to all community practitioners to make a thorough community assessment needs and ensure that the community members have bought the ideas before embark to any intervention or project initiations.

Challenges are not constant neither static hence group formed within the community they must ensure quality time for reflection and learning from one another to rectify or make a remedy to any emerging problem before it is too late to intervene.

Capacity and openness of the group leaders matter a lot for the strength and coordination of the implementation of intended programme within the groups. Special attention should be given to leaders on capacity building for group dynamic and leadership skills so as to enhance group cohesion and stability.

There is a need to motivate and facilitate knowledge transfer by study tours, create rural setting exhibition and interaction with other parties or agencies for learning purpose and project sustainability.

Clinical or mobile learning centre needs to be developed within the rural communities as to keep records of different outbreak of diseases and the step measures which could be taken in case the same challenges repeat again.

Despite the fact that some of the community members can't write neither read, yet it is good to avail simple hand guide to their project since they can inquire from their children as well as other family members.

Livestock and farming are the major interventions which attract investment and exploration in rural society. The author suggests that, communities should be motivated and encouraged to join through groups hence initiate and launch appropriate IGAs within their locality. The IGA should not be limited to livestock and agriculture but also business should be employed for household income improvement.

Poverty cannot be eliminated by one method yet CED approach is vital since it gives the community members the opportunity to participate through ideas, contributions, design, implementation, monitoring and evaluation of their community based project.

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