

APPENDENCES

Appendix 1: Letters of Introduction and Letter of Acceptance:

Nyantito D. Machota
P. O. Box 138
Arusha, Tanzania.

October 3rd 2005.

THE DIRECTOR
MEDICAL DAUGHTERS OF MARY
P. O. BOX 10006
ARUSHA, TANZANIA

Dear Madam,

Ref: **APPLICATION FOR PRACTICING MSc. CED IN YOUR ORGANIZATION:**

Please refer to the above heading.

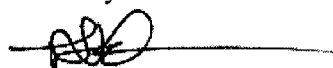
I am a student of Masters of Science in Community Economic Development at Southern New Hampshire University & Open University of Tanzania – Arusha centre since September 2005. The MSc CED program requires us to select a Community Based Organization (CBO) or local NGO to practice the learning and share the experience from the program.

In involvement with CBOs and NGOs, we are asked to provide free services for the entire program period (one year and half). These services will include; help the organization to carry a community needs assessment; facilitate problem identification; facilitate project design and implementation to address the identified core problem; help in monitoring and evaluating the project; and other services as will be needed which is appropriate for the training and the skills I have. My other skills are in Business administration (accounting); facilitating organization development (diagnosing organizational problems, and leadership development).

On the above basis, I am kindly asking your organization to allow me share experience with you and learn from you as an intern and a facilitator toward community and organizational development.

I am looking forward to hear from you soon.

Sincerely



Nyantito D. M.
MSc CED Student, SNHU&OUT.



MEDICAL DAUGHTERS OF MARY
ST. JOSEPH HEALTH & ORPHAN CENTRE

KISERIAN ARUMERU P. O. BOX 10006 ARUSHA TANZANIA
Mobile: +255 745 534867 E-mail: crispina_75@hotmail.com

Ref: MDM/NMCC/10/2005

Date: 8th October 2005.

Nyantito D. Machota
P. O. Box 138
Arusha, Tanzania.

Dear Sir,

Ref: **Application for Practicing Msc. CED in Our Organization:**

On behalf of Medical Daughters of Mary, I would like to welcome you to practice and share your experience with us as you requested for your training. However, this is a preliminary welcome waiting for board approval of your involvement with the organization.

Meanwhile, your involvement will be at a capacity of an intern and a facilitator reporting to the director for the assigned activities. You will need to respect the organization's identity. Other involvement will depend on the arising need.

Once again, I would like to say welcome and we are hoping to have a mutual learning.

May God Bless you.

Cristina
Sr. Crispina Mnate
Director.

Appendix 2: Needs Assessment:

The situation that needs to be changed:

Medical Daughters of Mary (MEDAMA) is currently facing a challenge of not having stable sources of funds. It relies on charities and donations from various organizations and individuals. However, the inflows of funds from these sources have not been stable which threaten the sustainability of MEDAMA in providing adequate food, clothing, medical care, educational supplies and recreational facilities to the needy children. Financial sustainability is unavoidable question to MEDAMA. It has various ideas on establishing Income Generating Activities (IGAs) but lack initial financial capital.

There is water shortage at the center due to prolonged drought. It has recently bought 5000 liters water tank but no rain to fill it. The centre is not connected to other stable source of clean and safe water. A village well that is about 500 meters from the centre is not able to meet the demand for the surrounding communities. The alternative well is situated about 1 km and 5 kms from the center.

Lack of reliable transport hinders smooth operations of its activities. The centre doesn't have its own transport facilities and there is no public transport synonymously known as "daladala" to connect them with the city for social services access. Fore example, the milling machine is located about 7 kms from the centre; schools are 3.5 kms and 12 kms from the centre; a better health facility is located at the city which is 10 kms away from the centre, the nearby village health facility about 1 km from the centre provide poor services, no medications and laboratory. Support from the nearby communities other than the land provided for the centre building is very minimal. Villagers in Kiserian village had a different perception with

the centre. They want to be involved in the project only for economic benefits as they think the centre is getting lot money from donors.

The centre does not have first aid kits for emergency response to medical needs of children before they are taken to the health center. One of the care givers has medical training background in which she is equipped to use the kits but lack funds to buy them.

The Arusha regional social welfare did an evaluation of the centre recently and found that MEDAMA had not yet fulfilled the requirements to operate children home because it lack some important facilities. The children's homes (regulation) act, 1968 of The United Republic of Tanzania requires them to have a license from the commissioner for social welfare to operate children home. However, the process to obtain these legal documents has started but face a challenge of bureaucratic system. MEDAMA's vision and mission statement as stated in some of the documents is not well articulated. The contradictions left by lack of clarity in its identity and lack of strategic plan for the operations of its activities threaten its smooth sailing toward realization of the organizational purpose.

The effect of the Problem:

These problems have the following effects:

MEDAMA is affected by not having enough capacity to realize its vision, goals and objectives.

It is likely for children to get waterborne diseases since they don't use clean water, which will lead to higher medical expenses.

It is likely that children will not love to go to school since they have to walk long distances and hence get poor education.

Children at the center are affected by not getting the intended quality of services for their needs. They don't get adequate food, clothing, medical care, and educational supplies.

The community is affected because no more orphan children are accepted at the centre since the capacity of MEDAMA to meet extra children is limited.

Causes of the problem:

Lack of viable economic infrastructures to provide the centre with enough financial resources to meet its functions is the main source. The inflows of charities and donations are not stable.

At community level, poverty is the main cause for abandonment of children by close relatives after death of their parents. Close relatives also lack viable economic base for their own needs. HIV/AIDS epidemic cause most of death of people in the community and leave children as orphans.

Lack of project management skills lead to absence of important tools like strategic plan for operation of the centre, which in turn leave the organization without clear direction.

Lack of exposure to legal requirements creates difficulties in obtaining a license to operate children's home. The bureaucratic procedures in relevant authorities become hindrance in complying with necessary requirements.

The size of the problem

The problem is becoming bigger as the organization is still young and its service is highly needed by the community. The following quantification of needs gives the size of the problem:

The centre is currently getting an average stable donations of TZS 150,000/= per month which is about 30% of its monthly needs. This leaves a gap of 70% of its total needs. Ways to cover this deficit have not yet been identified.

It needs 1 kitchen (size 12ft by 12 ft); dinning hall (size 20m by 20m); and one cook. Currently the cooking is done outside without any structure to prevent contamination of food; what happens when it is rain? The children will be delayed to eat.

It needs 10 beds and 10 mattresses of 6ft by 2.5ft. Currently the centre doesn't have enough beds and mattresses of the correct sizes. This results to two to three children using one bed.

It needs 1 minibus with capacity to carry 40 people. Currently there is no reliable transport facility. What if children get sick at night? They will wait until day time for means of taking them to hospital or die.

It needs 10 medical kits in a year. It was noted that some of the kids whose parents died from HIV/AIDS are also HIV positive in which they need better medical care.

It needs at least 800 liters of water per day of which it need a well capable of providing 1000 liters per day.

Relation of the problem to the purpose of MEDAMA:

As we have seen, the purpose of the MEDAMA is to facilitate provision of shelter, food, health care, education and other socio-economic services to the needy orphan children.

Those shortcomings and challenges identified in other sections directly affect the MEDAMA's purpose.

It needs a viable economic base to ensure its financial sustainability for continued provision of these services. Strategies to address these challenges will be strategies for building the capacity of MEDAMA for its future functioning.

The effect if nothing is done:

MEDAMA will not be able to function effectively if nothing will happen in areas of clarifying its vision and mission.

Since the centre relies on donations, it will not attract financial supports if it will not develop a strategic plan for its activities. Donors and other supporters need to support projects with good plans.

30 orphans at the centre will be in danger of not getting good service if the centre will not have enough funds to enable smooth provision of its service.

The government will close the centre if it will not comply with outlined requirements and hence it will demolish the restored hope to children at the centre.

Broad recognition of the Problem:

One of the challenges identified by "The Orphans Foundation Fund" as being common to children's homes is the "scarcity of resources to meet the actual project

and other operational costs”. These types of projects are service oriented in which they lack economic element to ensure its sustainability.

The workshop organized by Arusha Non Governmental Organization’s Network (ECDF & AMC 2002) for NGOs and CBOs in Arusha Municipal revealed that most NGOs and CBOs suffers from inadequate financial resources to accomplish various activities; there are no reliable flow of direct income or permanent sources of income to support their activities.

Communities are given the responsibility of identifying their problems, formulating plans to solve them and implementing their plans by utilizing largely their own resources on self-reliant basis (Community Development Policy 1996).

The mindset of the people of Tanzania and their leaders has succumbed to donor dependency and has resulted in an erosion of initiative and lack of ownership of the development agenda (Tanzania Development Vision 2025). Most of service oriented organizations suffers from the same syndrome.

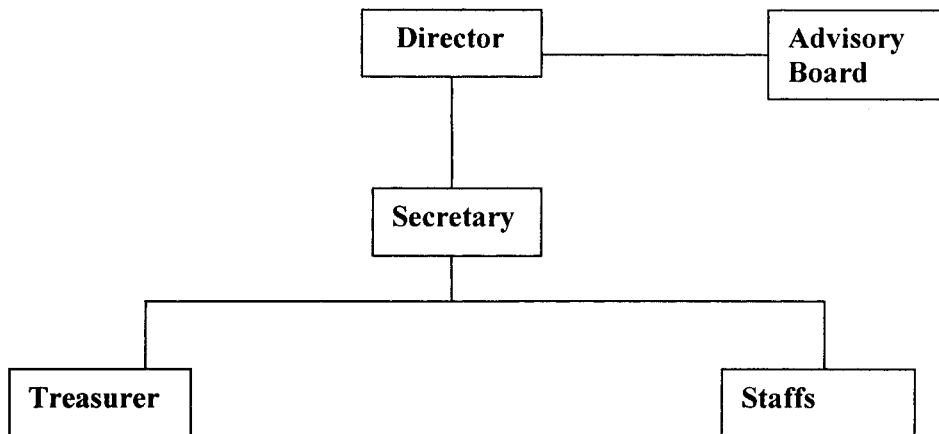
The above overview indicates different stakeholders broadly recognize the problem.

Methodology Used in Needs Assessment and Sources of Information:

Information was gathered through these methodologies; Observation (paid a visit to the center and observed myself the real needs); Interviews (interviewed the director on different issues about the organization); reviewed different literature, reports and Government policies; focused group discussion in a meeting with MEDAMA’s employees, volunteers and orphans representatives; discussion with Arusha Regional Social Welfare Officer; and information from the internet.

Appendix 3: Organization Chart:

MEDICAL DAUGHTERS OF MARY ORGANIZATION CHART



Note: This Organization Chart was developed from a discussion with the director based on how they are currently functioning.

Appendix 4: Project Implementation Gantt chart:

PROJECT IMPLEMENTATION SCHEDULE

ACTIVITIES	YEAR 2006												2007	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1.1.1. Raise the start-up capital														
1.1.2. Preparation of fixtures														
1.1.3. Merchandise Pro' ment.														
1.1.4. Run the project.														
1.2.1. Raise the start-up capital														
1.2.2. Chicken hut preparation.														
1.2.3. FMC Procurements														
1.2.4. Run the project														
1.3.1. Raise the start-up capital														
1.3.2. Building the structure														
1.3.3. Purchases & Installations														
1.3.4. Run the project														
2.1.1. Raise funds for meetings														
2.1.2. Preparation of meetings														
2.1.3. Conduct the meetings														
2.1.4. Initiative preparation.														
2.1.5. Resource Mobilization														

Appendix 5: Staff Job Description

The Director:

- ❑ She is in charge of all activities and day to day running of the centre.
- ❑ She looks after the children and the staff in general.
- ❑ She is the overall in charge of the income generating projects in consultation with advisory board.
- ❑ She is in charge of receiving infants/children.
- ❑ She receives contributions from donors.
- ❑ She issues receipts for donations received.
- ❑ She approves expenses.
- ❑ She is the chair person in advisory board meetings.

The Secretary:

- ❑ Writes all meeting minutes.
- ❑ Writes letters to donors.
- ❑ Prepares project budget.
- ❑ Advises the director in day to day activities.
- ❑ Raison with the government for legal requirements.
- ❑ Reports to the direction.

The Treasurer:

- ❑ He lives a bit far from the project area, so he is not handling the daily finances matters. However he primary responsible for fundraising. In his responsibilities, he is reporting to the director.

Note: Staff Job descriptions are not documented by MEDAMA. We developed these duties in consultation with the Director.

Appendix 6: Project Budget

Integrated Multi-Income Generating Initiatives Project Budget:

	TZS
1. Merchandise Store:	
1.1. Initial capital for merchandises purchases	3,000,000.
1.2. Fixture and fittings	100,000.
1.3. Selling expenses	360,000.
1.4. Miscellaneous	40,000.
Sub-total	3,500,000.
2. Poultry Enterprise:	
2.1. Renovation of chicken hut	400,000.
2.2. Chicken feeding for six month	300,000.
2.3. Chicken medics for six month	300,000.
2.4. Procurement of 200 chicks	200,000.
2.5. Miscellaneous	50,000.
Sub-total	1,250,000.
3. Grain Milling:	
3.1. Procurement of 2 milling machines and installation	4,500,000.
3.2. Erecting the building structure	4,500,000.
3.3. Running expenses & purchasing grains	1,000,000.
3.4. Miscellaneous	0
Sub-total	10,000,000.
4. Strategic Resource Mobilization Initiatives:	
4.1. Strategic thinking process	100,000.
4.2. Resource Mobilization	100,000.
4.3. Miscellaneous	50,000.
Sub-total	250,000.
GRAND TOTAL	15,000,000.

Appendix 7: Project PowerPoint Presentation

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

**INTEGRATED MULTI-ACTIVITIES IN GENERATING
EARNINGS (IMAGE) PROJECT FOR ST. JOSEPH
HEALTH AND ORPHAN CENTRE**

Machota, Nyantito D.
January 2007

PROJECT ABSTRACT

- ☐ **Project Title:**
 - ✓ Integrated Multi-Activities in Generating Earnings Project.
- ☐ **Host Organization:**
 - ✓ Medical Daughters of Mary (MEDAMA).
- ☐ **Beneficiaries:**
 - ✓ St. Joseph Health and Orphans Centre.
- ☐ **Project Focus:**
 - ✓ Building and strengthening financial and institutional capacity.
- ☐ **Basis of The Project:**
 - ✓ A result of MEDAMA's October 2005 Needs Assessment.
- ☐ **Implementation:**
 - ✓ The project is in different stages of implementation.
- ☐ **Monitoring & Evaluation:**
 - ✓ M&E were carried out as outlined in the project document.

COMMUNITY NEEDS ASSESSMENT

☐Community Profile:

- ✓ MEDAMA is a faith based non governmental organization.
- ✓ It provides basic needs and other socio-economic services to the needy orphan children.
- ✓ St. Joseph Health and Orphan Centre community comprises 30 orphan children and 9 care givers.
- ✓ Its operations are located at Kiserian village, Arusha Region.

COMMUNITY NEEDS ASSESSMENT Cont...

☐Community Needs Assessment (CNA):

- ✓ **The survey geared to answer:**
 - The underlying core organizational problem.
 - The possible interventions.
- ✓ **Hypothesis:**
 - Most of CBOs and service oriented organizations operates under:
 - Acute financial and economic resources constraints
 - Severe dependence on unstable sources of funding
 - Lack of investments to generate income.

COMMUNITY NEEDS ASSESSMENT Cont...

✓ Methodology:

- The descriptive,
- Observational and
- Cross-sectional design.
- Open ended questions
- Interviews (unstructured face-to-face interviews)
- Focused groups discussions.
- Documentary review
- Observation
- Internet Search.

COMMUNITY NEEDS ASSESSMENT Cont...

✓ Statistical Data Analysis:

- Computations
- Comparisons
- Data categorization (tables and diagrams).
- Problems categorization (economic, social, etc).
- Needs categorization (economic, household facilities, etc).
- Structure of sources of income
- Prioritization.

COMMUNITY NEEDS ASSESSMENT Cont...

✓ Survey Results:

▪ Critical Challenges:

- Inadequacy of necessary facilities and resources
 - ❖ Water supply
 - ❖ Reliable transport
 - ❖ Recreation facilities
 - ❖ Resources for adequate food, clothing, medical care, educational supplies.
 - ❖ Shelter facilities.

✓ Major Causes:

- Lack of stable sources of financial resources.
- Absence of viable economic activities.
- Absence of plans to broaden the funding base.

COMMUNITY NEEDS ASSESSMENT Cont...

□ GRAPHICAL CONTENT:

Table 4: Income Sources Analysis

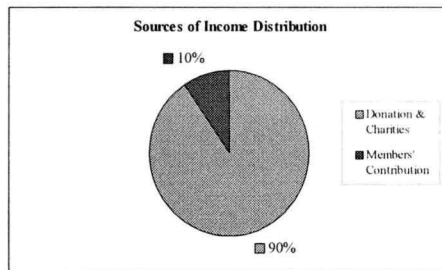
Month (2005)	Donation & Charities	Members' Contribution	Total Income
January	95,000	50,000	145,000
February	125,000	20,000	145,000
March	150,000	0	150,000
April	160,000	12,000	172,000
May	150,000	5,000	155,000
June	170,000	15,000	185,000
July	150,000	0	150,000
August	200,000	40,000	240,000
September	150,000	0	150,000
Total	1,350,000	142,000	1,492,000
Average Contribution per month	150,000	15,778	165,778
Percentage of total contribution	90.48%	9.52%	1

Source: MEDAMA Survey October 2005.

COMMUNITY NEEDS ASSESSMENT Cont...

▪ Graphical Content Cont...

Figure 2: Sources of Income Distribution:



Source: MEDAMA Survey October 2005

Average contributions are based on the actual income as indicated in table 4.

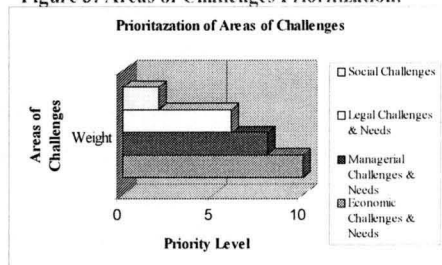
COMMUNITY NEEDS ASSESSMENT Cont...

Table 5: Prioritization of Areas where Problems Lies:

Problem Level	Weight
Economic Challenges & Needs	10
Managerial Challenges & Needs	8
Legal Challenges & Needs	6
Social Challenges	2

Source: MEDAMA Survey October 2005

Figure 3: Areas of Challenges Prioritization:



Source: MEDAMA Survey October 2005

The priority levels are extracted from table 5.

PROBLEM IDENTIFICATION

❑ The Problem:

- ✓ Lack of necessary facilities and resources.

❑ The project goal:

- ✓ Enhanced organizational capacity in caring the needy children.

❑ Strategy:

- ✓ Establishing economic activities
- ✓ Diversifying sources of income
- ✓ Instituting strategic resource mobilization initiatives.

PROBLEM IDENTIFICATION Cont...

❑ Project objectives:

✓ Objective 1:

- Establish 3 income generating projects namely Merchandise Store, Poultry Enterprise, and Grain Milling at the Centre in Kiserian by December 2006.

✓ Objective 2:

- Develop strategic resource mobilization initiatives for St. Joseph's capital investments by December 2006.

PROBLEM IDENTIFICATION Cont...

❑ Target Community:

- ✓ St. Joseph Health and Orphan Centre and Kiserian Village Community.

❑ Host Organization:

- ✓ Medical Daughters of Mary (MEDAMA).

❑ Stakeholders:

- ✓ MCC Tanzania
- ✓ The School of St. Jude.

LITERATURE REVIEW

❑ Theoretical Literature focused on:

- ✓ IGAs, Micro-enterprises, and Social enterprises
- ✓ Characteristics for success
- ✓ Factors associated with failure (limitations)
- ✓ Opportunities and threats
- ✓ Selection criteria
- ✓ Financing IGAs, micro and social enterprises
- ✓ Social enterprises in not for profit organizations
- ✓ Strategic resource mobilization
- ✓ The context of capacity building,

LITERATURE REVIEW Cont...

- ☐ The empirical review
 - ✓ Experience from the field and similar projects both in Tanzania and other countries.
- ☐ Policy review
 - ✓ Tanzanian and international policies:
 - Small and medium enterprises
 - Industrial development
 - Micro-finance
 - Agriculture and livestock policies.

IMPLEMENTATION

- ☐ **Products and Outputs:**
 - ✓ Enhanced financial capacity.
 - ✓ Diversified sources of resources.
 - ✓ Essential facilities in place.
 - ✓ Gain skills and experience in resource mobilization and operation of IGAs.
 - ✓ Build positive attitude toward social enterprises.
 - ✓ Increase ability to provide better care to children.

IMPLEMENTATION Cont...

❑ Project Planning:

Table 6: Merchandise Store Project Action Plan

Activity	Timeline	Resource Needed	Responsible Person
1.1.1. Raising start-up capital and obtaining business license.	Up to May 2006.	Financial resources. Human resources.	Director Facilitator Volunteers
1.1.2. Preparation of store fixtures & fittings.	Up to June 2006.		
1.1.3. Initial purchase of merchandises.	July 2006.		
1.1.4. Selling, local advertisement & promotions.	From July 2006.		

IMPLEMENTATION Cont...

Table 7: Poultry Enterprise Project Action Plan

Activity	Timeline	Resource Needed	Responsible Person
1.2.1. Raising start-up capital.	Up to June 2006.	Financial resource. Human resource.	Director Facilitator Volunteers
1.2.2. Preparation of chicken hut.	Up to July 2006.		
1.2.3. Initial procurement of feedings, medics and chicks.	August 2006.		
1.2.4. Running the project.	From August 2006.		

IMPLEMENTATION Cont...

Table 8: Grain Milling Project Action Plan

Activity	Timeline	Resource Needed	Responsible Person
1.3.1. Raising start-up capital.	Up to Sept'06.	Financial resource. Human resource.	Director Facilitator Volunteers
1.3.2. Building the structure.	Up to Nov'06.		
1.3.3. Purchasing & installing machines.	Dec' 2006.		
1.3.4. Purchasing grains and running the project.	From Dec'06.		

IMPLEMENTATION Cont...

Table 9: Resource Mobilization Initiatives Action Plan

Activity	Timeline	Resource Needed	Responsible Person
2.1.1. Raising funds for the strategic thinking meeting.	Up to May'06.	Financial resource. Human resource.	Director Facilitator Volunteers
2.1.2. Preparation for the strategic thinking.	May 2006.		
2.1.3. Conduct the strategic thinking on resource mobilization.	June 2006.		
2.1.4. Preparation of the Resource Mobilization Initiatives	July 2006.		
2.1.5. Mobilize Resources	From Aug'06.		

IMPLEMENTATION Cont...

Table 10: Project Implementation Schedule

ACTIVITIES	YEAR 2006												2007	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1.1.1. Raise the start-up capital														
1.1.2. Preparation of fixtures														
1.1.3. Merchandise Procurement														
1.1.4. Run the project														
1.2.1. Raise the start-up capital														
1.2.2. Chicken hut preparation														
1.2.3. FMC Procurements														
1.2.4. Run the project														
1.3.1. Raise the start-up capital														
1.3.2. Building the structure														
1.3.3. Purchases & Installations														
1.3.4. Run the project														
2.1.1. Raise funds for meetings														
2.1.2. Preparation of meetings														
2.1.3. Conduct the meetings														
2.1.4. Initiative preparation														
2.1.5. Resource Mobilization														

MONITORING

☐ Management Information System (MIS)

✓ Monitoring Questions:

- Are the income generation activities operating as planned?
- Are there any resources mobilized from the initiatives?

✓ Monitoring Methods:

- Visits to the projects.
- Monthly progress reports.
- Sales and Purchases Ledger books.
- Projects budget served as a monitoring tool..
- Customers Interview.

MONITORING Cont...

❑ MIS Cont...

✓ Financial and Resources Analysis:

- Cash flow analysis
- Resource Mobilization analysis.

✓ Presentation of Results:

- Written reports;
- financial statement;
- Graphs and tables.

MONITORING Cont...

Table 11: Monitoring Log frame for Established Income Generating Projects

Monitoring questions	Direct Indicators	Indirect Indicators	Data Collection Tools	Monitors
Are the income generation activities operating as planned?	Cash flows (procurements & sales). Licenses, Fixed assets (Machine & Buildings).	Applications for funds and licenses. Customers using the services.	Review the books of accounts. Observation of fixed Assets.	Accountant (record keeping). Director (day to day activities). Facilitator (sharing knowledge and skills).

MONITORING Cont...

Table 12: Monitoring Log frame for Resources Mobilization Initiatives

Monitoring questions	Direct Indicator	Indirect Indicator	Data Collection Tools	Monitors
Are there any resources mobilized from the initiatives?	Number of stakeholders willing to provide resources; Written Strategy Pledges realized.	Stakeholders' perception of the project	Review contacts with stakeholders. Review books of accounts. Observation	Accountant (financial record keeping) Director (Planning and administering resource mobilization activities) Facilitator (organize resource mobilization)

MONITORING Cont...

☐ Summary Monitoring Table

Table 13: Monitoring Summary Table

Project Goal	Project Objective	Project Area	Activities	Monitoring Indicators	Planned Time Line	Actual time & Comments
Enhanced organizational capacity in caring the needy children	Establish 3 income generating projects namely Merchandise Store, Poultry Enterprise, and Grain Milling at the Centre in Kiserian by December 2006.	Merchandise Store	Preparations (Raising start-up capital, obtaining business licenses, fixtures and fittings)	Initial capita obtained; Business License obtained; Renovated Building; and Fixture & fitting is in place	December 2005 – June 2006	Preparations completed in December 2005 where capital was raised, business license were obtained and the building was renovated. Additional capital was also obtained in October 2006.
			Running the project (Purchasing and Selling).	Sales and Purchases.	From July 2006	Actual purchases and sales started in January 2006.

MONITORING Cont...

Table 13: Monitoring Summary Table Cont...

Project Goal	Project Objective	Project Area	Activities	Monitoring Indicators	Planned Time Line	Actual time & Comments
Enhanced organizational capacity in caring the needy children	Establish 3 income generating projects namely Merchandise Store, Poultry Enterprise, and Grain Milling at the Centre in Kiserian by December 2006.	Poultry Enterprise	Preparations (Raising start-up capital, chicken hut building)	Initial capital obtained; chicken hut renovated;	January – July 2006	Initial capital was obtained in April 2006 where the hut was renovated in May 2006.
			Procurement of feedings, medics and chicks	Procurements (feedings; medics; and chicks)	From August 2006.	100 local female chickens were bought in June 2006. However due to bird flu threat, the project was suspended in August'06. It will resume next year.

MONITORING Cont...

Table 13: Monitoring Summary Table Cont...

Project Goal	Project Objective	Project Area	Activities	Monitoring Indicators	Planned Time Line	Actual time & Comments
Enhanced organizational capacity in caring the needy children	Establish 3 income generating projects namely Merchandise Store, Poultry Enterprise, and Grain Milling At the Centre In Kiserian by December 2006.	Grain Milling	Raising start-up Capital; Building the Structure; Purchasing and installing Machines.	Start-up capital obtained; Machine purchased and Installed;	January - December 2006	The capital has been just obtained in December 2006.
			Purchasing the Grain; Start milling Services,	Milling service provided.	December 2006	The starting time for milling service has been adjusted to February 2007.

MONITORING Cont...

Table 13: Monitoring Summary Table Cont...

Project Goal	Project Objective	Project Area	Activities	Monitoring Indicators	Planned Time Line	Actual time & Comments
Enhanced organizational capacity in caring the needy children	Develop strategic resource mobilization Initiatives for St. Joseph's capital investments By December 2006.	Resource Mobilization Initiatives	Preparations (strategic thinking meeting; resource Mobilization Initiatives development.	Funds for the meeting; strategic thinking process; Initiatives identified	January – July 2006	Funds for the strategic thinking process were available since March 2006. Multiple initiatives were identified.
			Mobilize Resources	Facilities erected from the initiatives	From August 2006	Resources for Facilities were collected since The project started.

EVALUATION

☐ Performance Indicators

✓ Evaluation Questions:

- Are the three income generation activities established, running and generating the expected income?
- Has the project realized any resources from resource mobilization initiatives?

✓ Evaluation Assessed:

- The presence of IGAs and fundraising proposals.
- The quality of established IGAs.
- Monthly income generated from IGAs.
- Potential donors indicated willingness to support.
- Number of fundraising events organized.

EVALUATION Cont...

Table 14: Evaluation Log frame for Established Income Generating Projects

Evaluation Question	Direct Indicators	Indirect Indicators	Sources of Information	Data Collections Tools	Evaluators
Are the three income generation activities established, running and generating the expected income?	Monthly income generated. Level of production (chicken, milling service & merchandises).	Movement of customers	Financial reports. Monthly project reports.	Observation Interview Review of reports	Accountant Director Facilitator

EVALUATION Cont...

Table 15: Evaluation Log frame for Resources Mobilization Initiatives

Evaluation Question	Direct Indicators	Indirect Indicators	Sources of Information	Data Collection Tools	Evaluators
Has the project realized any resources from resource mobilization activities?	Resources/Funds collected. Pledges realized. Facilities erected.	Community perception of the project.	Financial reports. Monthly project reports. Resources register	Observation. Interview. Review of reports.	Accountant Director Facilitator Project appraisal consultant

EVALUATION Cont...

□ Summary Evaluation Table

Table 16: Evaluation Summary Table

Project Goal	Project Objective	Performance Indicator	Expected Outcome	Actual Outcome
Enhanced organizational capacity in caring the needy children	Establish 3 income generating projects namely Merchandise Store, Poultry Enterprise, and Grain Milling at the Centre in Kiserian by December 2006.	Three income generation activities established running and generating the expected income. Monthly contribution from income generated by IGAs. Productivity of the IGAs.	Increased local financial resources from IGAs. Reduced gap between local income and donations. Increased nutrition to children. Diversified source of income.	The Merchandise store was established, full functioning and has significant contribution as indicated in table 18 and figure 5. The average local income has increased from 10% of the total income to 20% as indicated in table 18 and figure 5. The expected nutrition and income from poultry enterprise has not been realized since the project was suspended due to bird flue threat. Income from milling project is also not yet realized as the project hasn't started yet.

EVALUATION Cont...

Table 16: Evaluation Summary Table

Project Goal	Project Objective	Performance Indicator	Expected Outcome	Actual Outcome
Enhanced organizational capacity in caring the needy children	Develop strategic resource mobilization initiatives for St. Joseph's capital investments By December 2006.	Resources mobilized from The initiatives. Identified potential Resources sources. Pledges realized. Facilities erected.	Availability of essential facilities for St. Joseph Health and Orphan Center. Diversified sources of income.	Most of the essential facilities identified as a need for the Centre in MEDAMA October 2005 survey are in place as outlined in table 19.

EVALUATION Cont...

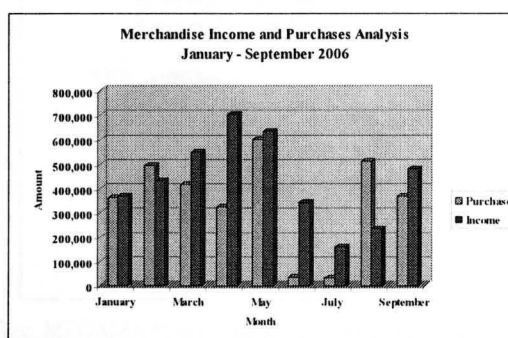
Table 17: Merchandise Store Income Statement for January –September 2006

Month	Purchase	Income	Gross Surplus/Deficit
January	362,250	370,330	8,080
February	492,350	430,495	(61,855)
March	416,200	546,900	130,700
April	326,300	700,460	374,160
May	600,500	633,050	32,550
June	37,060	344,600	307,540
July	30,500	158,700	128,200
August	510,850	234,700	(276,150)
September	368,050	477,000	108,950
TOTAL	3,144,060	3,896,235	752,175

Source: MEDAMA Monitoring & Evaluation Survey October 2006

EVALUATION Cont...

Figure 4: Merchandise Income & Purchases Analysis



Source: MEDAMA Monitoring & Evaluation Survey October 2006
The amounts for each month are indicated in Table 17.

EVALUATION Cont...

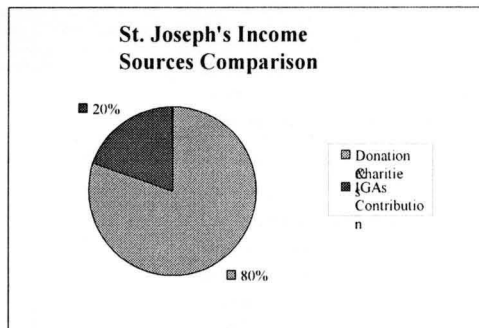
Table 18: Income Sources Analysis

Month (2006)	Donation & Charities	IGAs Contribution	Total Income
January	150,000	8,000	158,000
February	150,000	0	150,000
March	490,000	69,000	559,000
April	490,000	374,000	864,000
May	490,000	32,500	522,500
June	490,000	307,500	797,500
July	490,000	128,000	618,000
August	490,000	0	490,000
September	490,000	0	490,000
Total	3,730,000	919,000	4,649,000
Average Contribution per month	414,444	102,111	516,556
Percentage of total contribution	80.23%	19.77%	1

Source: MEDAMA Monitoring & Evaluation Survey October 2006:

EVALUATION Cont...

Figure 5: Income Sources Comparisons



Source: MEDAMA Monitoring & Evaluation Survey October 2006
The amounts for each source and each month are indicated in Table 18.

EVALUATION Cont...

Table 19: Mobilized Resources for Capital Investments on Facilities

Facilities in Place	Market Value (TZS)	Comments
Dining Hall	19,027,600/=	A Dining Hall with total area of 150.23m ² was built with the capacity to accommodate 60 people at a time.
Kitchen	1,833,300/=	A kitchen with total area of 12.6m ² has been built. Now the cooking is done inside.
Dormitory	30,071,940/=	Construction of a new dormitory with total area of 201.55m ² is at finishing stages.
Laundry and Car park	14,137,200/=	A laundry and Car park with total area of 10.72m ² has been built
Classrooms	15,723,450/=	Two classrooms and an office with total area of 114.77m ² were built. These classrooms cater for nursery school for the kids at the centre and the nearby community.

Source: St. Joseph Health and Orphan Centre Properties Valuation Report by Arumeru District Council October 2006.

EVALUATION Cont...

Table 19: Mobilized Resources for Capital Investments on Facilities Cont...

Facilities in Place	Market Value (TZS)	Comments
Shop	1,986,075/=	A shop of 12.48m ² total area was built and now is used as a merchandise store.
Toilet/Bathroom	998,130/=	3 pit latrine and one bathroom with a total area of 7.35m ² were built.
Water Storage facilities	3,300,000/=	Different donors donated 6 plastic water tanks with capacity to carry 5000lts. This became an option after drilled a 100 m well without getting water.
Minibus	9,700,000/=	A donor from the USA donated Toyota Hiace minibus with capacity to carry 25 kids.
Beds and Mattresses	350,000/=	Individuals in Arusha donated 10 beds and 10 mattresses.

Source: St. Joseph Health and Orphan Centre Properties Valuation Report by Arumeru District Council October 2006.

SUSTAINABILITY

☐ Sustainability Elements

- ✓ The IGAs needs additional capital.
- ✓ Lack of additional capital may limit expansion of the projects.
- ✓ Need for Financial and business disciplines.
- ✓ Danger of drawing IGAs capital to meet immediate needs.
- ✓ Change in leadership might affect the established IGAs.
- ✓ The IGAs will heavily be affected if there will be any adverse conditions toward them.

SUSTAINABILITY Cont...

☐ Sustainability Plan

- ✓ More assistance is required to enable the centre to make further informed decisions in IGAs.
- ✓ The project expects to have capacity building training on project management.
- ✓ The center will need and look for some support from skilled people to run IGAs in a profitable manner.
- ✓ Security for the IGAs assets and facilities will need to be strengthened to avoid avoidable losses.

SUSTAINABILITY Cont...

❑ Institutional Plan

- ✓ MEDAMA is open for new learning on implementation of the project.
- ✓ It is in the process of learning the entrepreneurial culture and skills especially in operating IGAs.
- ✓ The centre will continue to look for additional capital including re-investing the surpluses obtained from IGAs to enable expansion of the social enterprises.
- ✓ The center is willing to organize some entrepreneurial and book keeping training for its staff as a way of building its future capacity in managing these IGAs.

CONCLUSION & RECOMMENDATIONS

❑ Results

- ✓ The project is at different stages of implementation.
- ✓ The Resources Mobilization Initiatives was fully achieved while that of IGAs has been partly achieved.
- ✓ It has narrowed the gap between local income and income from donations. Local income has increased from 10% to 20% of the Centres' total income.
- ✓ The size of the working capital has limited the expansion of the project.
- ✓ Resource mobilization initiatives were carried out where most of the essential facilities identified as a need for the centre in MEDAMA October 2005 survey are in place.

CONCLUSION & RECOMMENDATIONS Cont...

☐ Recommendations

- ✓ The IMAGE project success indicates similar organizations can apply social enterprises model as a means to achieve financial sustainability.
- ✓ The IMAGE project has revealed that Faith based organization can also operate “social enterprises” or IGAs successful.
- ✓ IMAGE project has indicated that IGAs can also be financed by grants other than equity and loans.
- ✓ It is recommended for the organizations struggling with similar issue on financial sustainability to apply multi-approaches IMAGE project did.

**Thanks
for
Your Attention.**

Appendix 8: Interview Questionnaires

Table 23: Focused Group Discussion Questions:

<p>Focused Group Discussion Guiding Questions <u>MEDAMA Survey October 2005:</u></p> <ol style="list-style-type: none">1. What challenges does the organization face in its operations? _____2. What could be the major sources of these challenges? _____3. What are the organization's current needs? _____4. What are the organization's main sources of income? _____5. What are the organization's monthly needs in monetary form? _____6. In average, how much do you get from those sources per month? _____7. What can be done toward those needs and challenges? _____

Table 24 Arusha Social Welfare Office Interview Questions:

<p>Arusha Social Welfare Office Interview Questions <u>MEDAMA Survey October 2005:</u></p> <ol style="list-style-type: none">1. What are the legal requirements for operating children's home? _____2. What are the basic needs for children's home? _____ <p><i>You recently did an assessment of St. Joseph Orphans Centre's operations in Kiserian;</i></p> <ol style="list-style-type: none">3. What challenges are they facing? _____4. What are their specific needs? _____5. What do they need to improve? _____6. What are the general problems facing children's homes in Arusha? _____7. What can be done to address these challenges and needs? _____

Source: MEDAMA Survey October 2005.

Table 25: Orphans Foundations Interview Questions:

Orphan Foundations Interview Questions <u>MEDAMA Survey October 2005:</u>
1. What are the major challenges facing CBOs and NGOs with orphanages? _____
2. What could be the sources of these challenges? _____
3. What are the major sources of financing activities in orphanages? _____
4. What can service oriented CBOs and NGOs do to address these challenges? _____

Source: MEDAMA Survey October 2005.

Table26: General Search on Problems facing CBOs and NGOs Guiding Questions:

General Search on Problems Facing CBOs and NGOs Questions <u>MEDAMA Survey October 2005:</u>
1. What are the main and common organizational problems facing CBOs and NGOs in Arusha? _____
2. What are the major sources of these problems? _____
3. What can be done to address these challenges? _____

Source: MEDAMA Survey October 2005.

Appendix 9: Interfacing the State and the Voluntary Sector for African

Development: Lessons from Kenya; By Wanyama, F.O (2004).

Table 27: Problems Encountered by CBOs in Western Kenya

Problem	Frequency	Percentage
Lack of funds & external assistance	195	55.7
Delay in remitting & defaulting on contributions	41	11.7
Embezzlement of funds by leaders	27	7.7
Unpredictable and unreliable rainfall	19	5.3
Lack of motivation/morale to participate	16	4.6
Competition from similar business ventures	14	3.9
Lack of transport facilities & poor roads	13	3.7
Lack of entrepreneurial/technical skills	7	2.0
Internal squabbles among members	6	1.7
Poor animal breeds and husbandry	5	1.3
Lack of proper operating premises	3	1.0
Illiteracy among members	3	1.0
High Borehole maintenance cost	1	0.3
TOTAL	350	100

SOURCE: Field data

The problems appearing in the above table clearly show that the lack of adequate resources to finance the provision of services is the most outstanding problem facing the majority of CBOs in the region. But the fact that some of the organizations tend to link the inadequacy of resources to the lack of external assistance could be a pointer to the prevalence of a dependency syndrome. It may be interpreted to mean that most of the CBOs in Western Kenya expect or rely on external assistance to finance their activities and when such assistance is not forthcoming or is not adequate, then that constitutes a problem. The implication is that most of the CBOs initiate activities that they cannot afford to finance on their own with a view to looking out for donations and other forms of external assistance like *harambee* fundraisers, grants, revolving credit schemes and material support to sustain them. This becomes more evident when we look at data in table below on how these

organizations finance the implementation of their activities. The table contains a summary of responses to the question of the main source of funds for implementing the main activity of the organization.

Table 28: Main Source of Funds for Implementing the Main Activities of CBOs

Source of Funds	Number	Percentage
Donations /grants	152	43.6
Members' contributions	107	30.7
NGO revolving funds/loans	40	11.4
<i>Harambee</i> fundraisers	39	11.1
Income from business/labor	12	3.3
TOTAL	350	100

SOURCE: Survey data