

APPENDICES

APPENDIX 1: PROJECT IMPLEMENTATION GANTT CHART: SEPTEMBER 2005 – JANUARY 2007

ACTIVITIES	PROJECT MONTHS SEPTEMBER 2006 – JANUARY 2007																		RESOURCES NEEDED	RESPONSIBL E PERSON
	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1			
1. Application for attachment in the NGO (BEST)	■																		Letter of introduction and application	Kihulya R.
2. Problem identification and Community Needs Assessment		■	■																Human resource and CEDPA and other references	Kihulya R BEST staff and beneficiaries
3. Project proposal design					■	■													CEDPA and other material	Kihulya R.
4. Conduct survey on accessibility and utilization of micro credit among women and youths							■	■	■	■									Financial (transport, stationery and allowances)	Kihulya R. BEST staff, beneficiaries, MFIs staff and

																	human resources	government staff from CDD
5. To sensitize leaders and community on gender issues and the importance of women and youths to participate in income generating activities		■		■							■	■		■			Human and financial resources	Kihulya R. and BEST staff
6. To mobilize women and youths to form economic groups			■		■	■											Human and financial resources	Kihulya R. and BEST staff
7. To conduct training on group dynamics							■	■		■	■			■			Human and financial resources	Kihulya R. and BEST staff
8. To identify income									■	■			■				Human and	Kihulya R. and

generating activities/opportunities																	financial resources	BEST staff
9. To conduct training on business management skills (marketing, business plan development, cost, profit and price analysis etc)		■	■			■	■					■		■			Human and financial resources	Kihulya R. and BEST staff
10. To identify micro credit institution for women and youths to access and utilize					■	■		■							■		Human and financial resources	Kihulya R.
11. To link women and youths with the micro credit institutions												■	■		■	■		Kihulya R.
12.To establish savings and								■	■	■							Human and	Kihulya R.

credit scheme for women and youths to access and utilize																	financial resources		
13. To write at least two proposals and concept paper on micro credit and business development services for women and youths programme.																■	■	Stationery, PowerPoint	Kihulya R.
14.To identify potential donors for BEST programme on micro credit and business development services						■	■	■	■	■	■	■	■	■		■	■	Transport expenses and allowances	Kihulya R.J. and BEST staff
15. To conduct training for three staff of BEST on how to develop monitoring and					■		■		■		■								Kihulya R.J.

[illegible]

APPENDIX 2. THE TRAINING PROGRAMME BUDGET

S/NO	ITEM	UNIT COST	NO. OF UNITS/DAYS	AMOUNT
1.	TRAINING ON GROUP DYNAMICS <ul style="list-style-type: none"> • 2 facilitators • 1 driver • Meals for 30 participants • Hall hire • Stationery • 30 Participants transport expenses • Fuel to and fro Sub-total 1	 30,000.00 10,000.00 3,000.00 10,000.00 2,000.00 	 5 days 5 days 5 days 5 days 5 days 	 300,000.00 50,000.00 450,000.00 50,000.00 100,000.00 300,000.00 250,000.00 1,450,000.00
2.	TRAINING ON LEADERSHIP SKILLS <ul style="list-style-type: none"> • 2 facilitators • 1 driver • Meals for 30 participants • Hall hire • Stationery • 30 Participants transport expenses 	30,000.00 10,000.00 3,000.00 10,000.00 2,000.00	5 days 5 days 5 days 5 days 5 days	300,000.00 50,000.00 450,000.00 50,000.00 100,000.00 300,000.00

	<ul style="list-style-type: none"> Fuel to and fro 			250,000.00
	Sub-total 2			1,450,000.00
3.	TRAINING ON GROUP CONSTITUTION <ul style="list-style-type: none"> 2 facilitators 1 driver Meals for 30 participants Hall hire Stationery 30 Participants transport expenses Fuel to and fro 	 30,000.00 10,000.00 3,000.00 10,000.00 2,000.00 	 5 days 5 days 5 days 5 days 5 days 	 300,000.00 50,000.00 450,000.00 50,000.00 100,000.00 300,000.00 250,000.00 1,450,000.00
4.	TRAINING ON BUSINESS MANAGEMENT (MARKETING, COST ANALYSIS AND PRICING) <ul style="list-style-type: none"> 2 facilitators 1 driver Meals for 30 participants Hall hire Stationery 	 30,000.00 10,000.00 3,000.00 10,000.00 2,000.00	 5 days 5 days 5 days 5 days 5 days	 300,000.00 50,000.00 450,000.00 50,000.00 100,000.00 300,000.00

	<ul style="list-style-type: none"> • 30 Participants transport expenses • Fuel to and fro 			250,000.00 1,450,000.00
	Sub-total 4			
5.	TRAINING ON BUSINESS MANAGEMENT (BUSINESS PLAN AND RECORD KEEPING) <ul style="list-style-type: none"> • 2 facilitators • 1 driver • Meals for 30 participants • Hall hire • Stationery • 30 Participants transport expenses • Fuel to and fro 	30,000.00 10,000.00 3,000.00 10,000.00 2,000.00	5 days 5 days 5 days 5 days 5 days	300,000.00 50,000.00 450,000.00 50,000.00 100,000.00 300,000.00 250,000.00 1,450,000.00
	Sub-total 5			
	GRAND TOTAL 1+2+3+4+5			7,250,000.00

NOTE: Every 10 days per month two trainings were conducted by BEST in collaboration with CED student. The CED student was unpaid facilitator. This facilitated the budget to be saved for follow up and monitoring of the conducted training.

APPENDIX 3: JOB DESCRIPTION FOR BEST STAFFS AND BOARD

The roles of the Board include:

- Policy making and decision making at governing level
- Approval of guidelines for financial
- Personnel management, annual budgets, policies and guidelines of BEST
- To advice and support on important issues pertaining to development and fundraising needs
- To take action on major disciplinary issues of BEST.

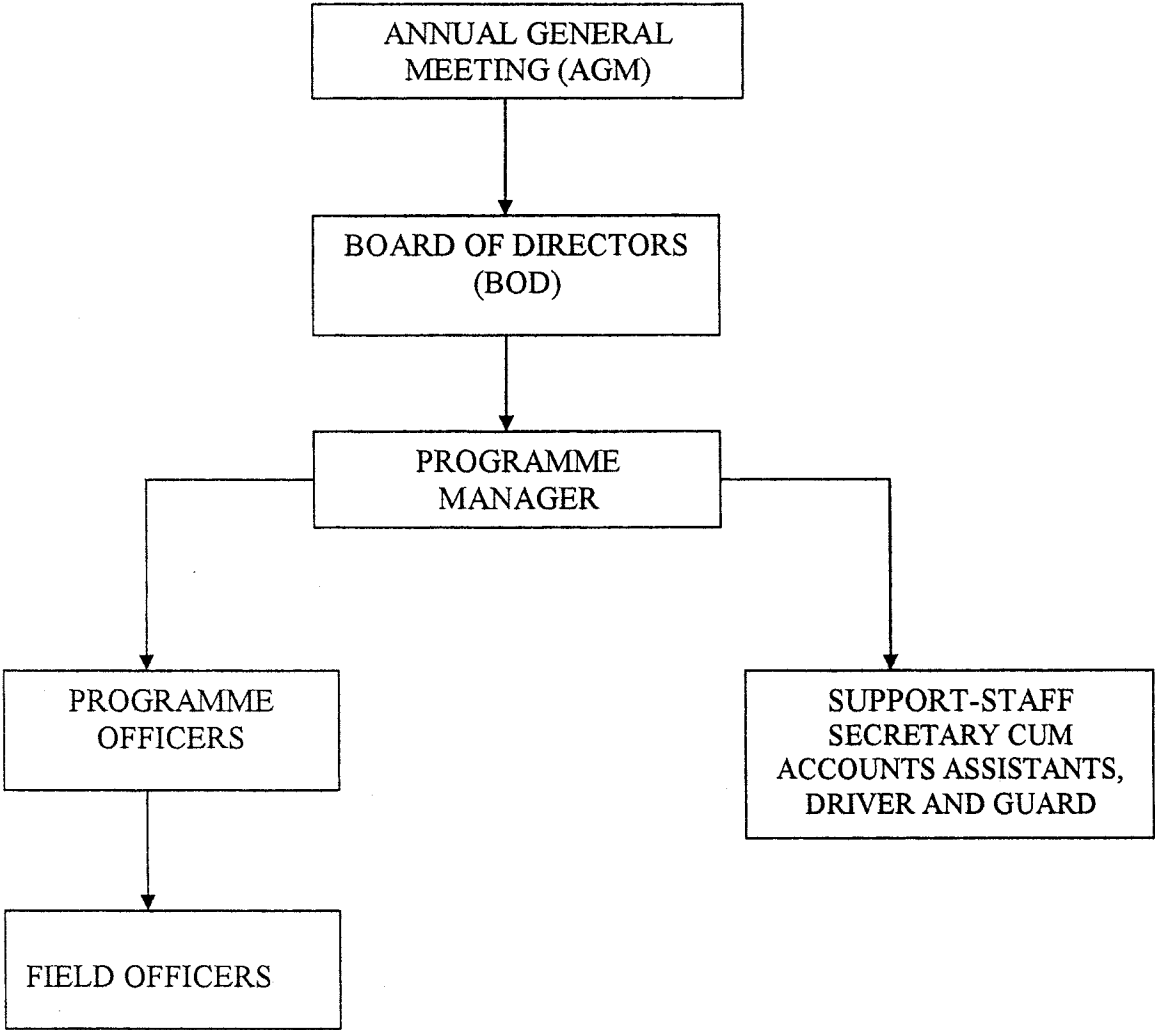
The roles and responsibility of the Manager include:

- Overseeing the overall running of the organization
- Directing and ensuring that the organization is following its mission, vision, values and strategies developed
- Initiating and ensuring that all appropriate systems and procedures are in place and regularly updated (management information system, staff policy, salary scheme, finance and account system and transport policy etc)
- Compiling all relevant information of BEST, preparing annual budget, following up the current finance situation and presenting it to the Board
- Developing and maintaining donor relationship, ensuring reporting to the donors according to the signed contracts and agreements and following up donor policies etc.

Roles of Programme Officers:

- Ensures the implementation of policies and activities according to the approved proposals
- Ensures planning, monitoring and evaluation of the programme/projects
- Design training programmes
- Controls expenditure of the programmes and ask for release of funds
- Ensure timely reporting etc.

APPENDIX 4 : BEST ORGANIZATIONAL STRUCTURE



APPENDIX 5: QUESTIONNAIRE FOR VALESKA AND MALULA VILLAGES ON ACCESSIBILITY AND UTILIZATION OF MICRO CREDIT

Location

Village Ward:

District: Region:

A. PERSONAL PARTICULARS

1. Name of the respondents (if agrees to mention)

2. Sex of respondents 01. Male 02. Female

3. Age of respondents

01. 18 – 25 04. 42 - 49

02. 26 – 33 05. 50+

03. 34 – 41

4. Marital status

01. Married

02. Single

03. Divorced

04. Widow

05. Separated

5. Level of education

01. Adult education

02. Primary education

03. Secondary education

04. Tertiary education

05. Others (specify)

B. SOCIAL ECONOMIC DATA

1. What is your occupation?

01. Farming

02. Wage employment

03. Business/self employment

04. Pastoralism

05. Others (specify)

2. If farming, how many acres are owned by the household?

01. 1 – 2 03. 5 - 6

02. 3 – 4 04. 7+

3. Do you get profit out of agriculture activities? 01. Yes 02. No

4. If No, please explain

5. What are the main economic activities or business activities performed by the villagers?

01. Doing petty businesses

02. Buying and selling grains

03. Buying and selling livestock products

04. Selling other goods (specify)

6. What other economic activities do you undertake?

a).....

b).....

c)

7. What is your average monthly income per month? (Tshs)

01. Below 10,000

04. 30,001 – 40,000

02. 10,001 – 20,000

05. 40,001 – 50,000

03. 20,001 – 30,000

06. 50,001 and above

8. Are you able to meet your social and economic obligation in your family?

01. Yes

02. No

8. If No why? Explain

C. MICRO CREDIT INFORMATION

1. Are there any micro credit institution in your village? 01. Yes

02. No

2. If Yes, mention

3. If No, what are the main causes of lack or inadequate micro credit institution in your village?

01. Remoteness of the village

02. Poor infrastructure

03. Higher risks related to rural activities (agriculture)

04. High operational costs

05. Lack of valuable collateral

06. Others (specify)

4. What are the main sources of capital for you business / farming activities?

01. Own savings

04. Credit from the government

02. Loan or gift from relatives

03. Micro credit institutions

05. Other sources (specify)

5. If from the micro credit institution what is the initial amount given? Tshs.

- 01. 50,000 – 100,000
- 02. 100,001 – 200,000
- 03. 200,001 - 300,000
- 04. 300,001 – 400,000
- 05. 400,001 – 500,000
- 06. 500,000 +

6. Did you think that the amount of credit given is adequate for your business/farming activities? 01. Yes 02. No

7. If No, what can be done? Explain

8. Have you attended any training before receiving credit? 01. Yes 02. No

9. If No, please explain

10. What are the uses of credit from micro credit institutions?

- 01. Educating children
- 02. Health services
- 03. Housing and domestic expenditure
- 04. Others (specify)

11. What are the priorities of micro credit funds delivered towards capital?

- 01. Working capital for on going business
- 02. Capital for start up business

12. What is the interest rate charged per year on the credit obtained from the micro credit institutions/MFIs

- 01. 5% - 10% 02. 11% - 20%
- 03. 21% - 30% 04. 31% - 40%
- 05. 41% +

13. What are the loaning conditions and procedures of micro credit institutions?

Explain

14. What are the main problems facing women and youth in the process of accessing and utilizing micro credit facilities?

- 01. Lack of valuable collateral 04. Lack of entry fees/shares
- 02. High interest rates 05. Small amount of credit given
- 03. Short term repayment period 06. Others (specify)

15. What should be done to address the problem of inadequate or lack of micro credit institutions in the rural areas?

Explain

**QUESTIONNAIRE FOR BEST, MICROCREDIT INSTITUTIONS AND
GOVERNMENT EXTENSION STAFF**

A. Background Data

1. Organization /Institution name _____
2. Date of establishment _____
3. Location _____
4. Area/s of intervention _____

B. Personal Data

1. Sex _____
2. Age _____
3. Marital status _____
4. Level of Education _____
5. Designation _____
6. Work experience at the current position _____

C. Organization/Institution data

1. What service do you provide? Explain

2. Who is your Customer?

- (a) Women (b) Men (c) Youth (d) Women and youth
(e) Others _____

3. What are the operating areas?

- (a) Urban (b) Semi urban (c) Rural areas (d) Others _____

4. What are the names of the district you're operating?

5. What is the loaning procedure of your institutions? Explain

6. What are the loaning conditions?

7. What is your interest rate?

- (a) Per month _____
(b) For three months _____
(c) For six months _____
(d) Per year _____

(e) Others _____

8. Do you provide business advice/training or any support for your clients?

(a) Yes (b) No

9. If yes explain the kind of support _____

10. Do you provide loan/credit to women and youth?

(a) Yes (b) No

11. If No explain _____

12. If Yes Explain why

13. What is the amount provided to each group or member?

(a) 10,000 - 100,000

(b) 100,001 - 200,000

(c) 200,001 - 300,000

(d) 300,001 - 400,000

(e) 400,001 - 500,000

(f) 500,001 - 1,000,000

(g) 1,000,001+

14. What is the main activities do you fund/support most?

15. What problems do you experience in your work of credit provision when dealing with women/ youth clients?

16. In your opinion, what can be done to promote women and youth access to micro credit in the rural areas?

APPENDIX 6: POWERPOINT PRESENTATION

Project Presentation

PROJECT TITLE: ENHANCING ACCESSIBILITY AND UTILIZATION OF MICRO CREDIT AMONG WOMEN AND YOUTH IN VALESKA AND MALULA VILLAGES, ARUMERU DISTRICT.

PRESENTED BY: KIHULYA, ROSE J
Msc CED 2007 ARUSHA CENTRE

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Project lay out

Introduction

- Problem Identification
- Literature review
- Research methodology
- Research questions
- Results and discussion
- Main findings in relation to research questions
- Recommendations
- Implementation
- Monitoring and Evaluation and Sustainability
- General conclusion

2

Introduction

Background of BEST

- BEST is a local NGO based in Arusha region
- It was started and registered in 2001
- Entrusted with promoting and supporting small-scale entrepreneurs through provision of financial and non financial business development services
- Vision: A community of equal opportunities empowered to manage economic and social development activities
- Mission: BEST is committed to socio-economic empowerment of small scale entrepreneurs through business management training and consultancy, gender awareness raising and provision of credit

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Introduction continues

Profile of Arumeru district

- Arumeru is one of the six district of Arusha region, divided into six division, 37 wards and 144 villages
- Has a total population of 514 651 out of this 251,687 male and 262,964 female (Population Census of 2002)
- Malula village has a total population of 1953 (402 M, 550 F and 1001 children) and Valeska 6602 (1025 M, 1817 F and 3760 children) (BEST baseline survey 2001)
- Arable farming and livestock keeping are main economic activities.
- Basic infrastructure and communication are in poor conditions especially in rural areas.

4

Introduction continues

Project overall objective: To improve the livelihood of women and youth through accessibility and utilization of micro credit facilities in Malula and Valeska villages.

Specific objectives:

- Assess the accessibility and utilization of micro credit facilities among women and youth
- Increase the number of women and youth undertaking income generating activities

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Specific objectives continues

- Increase skills and knowledge on business management skills and group dynamics
- Increase accessibility and utilization of micro credit facilities
- Strengthen BEST financial base to effectively achieve set objectives and targets
- Develop monitoring and evaluation plan/system for BEST programme

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Problem Identification

- Access to credit facilities for small business as well as farming, after the collapse of Cooperative movement in 90s has become marginal. The few existing savings and credit services are dominated by elder male coffee farmers. (ACIST Report, 2005)
- Women and youth are mostly grouped in "Kibati" a traditional form of rotating savings and credit or Mary do round which started in US. Most operate with a limited amount of capital raised from internal savings.

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Problem Identification cont.

- Therefore the problem of inadequate credit facilities associated with business development services for the poor women and youth exists.
- Poor women and youth are hampered by low skills in business management as well as low income and credit facilities, hence reduce their purchasing power, contribution to economic activities and contribute to increases level of poverty in rural areas.

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Literature review

- It consists of theoretical, empirical and policy reviews
- Theoretical: Micro credit is the extension of very small loan to unemployed, poor entrepreneurs and others living in poverty who are not bankable (Wikipedia, the free encyclopedia, 2006)
- Empirical: Micro credit in India, About 70% of India's population lives in villages, majority being women. Women are also having a hard time with bureaucracy involved in micro credit institutions. They get frustrated and confused when they have to fill out multiple forms and visit multiple counters to do their banking. Women have work in home and outside and now micro credit. This is just adding one more thing to their list of obligations (Coredeiro, s.; (2004)

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Literature review cont.

- Policy review: The National microfinance policy (2000) was passed.
- The objective of the policy is to establish a basis for the evolution of an efficient and effective micro-financial system that serves low-income segment of the society and thereby contribute to economic growth and reduction of poverty.
- SACCOS are recognized by this policy as one of the providers of micro-finance services in the country especially in the rural areas. The enactment of the Micro Finance Policy in Tanzania, which pays great attention to the POOR who are the principal beneficiaries of rural micro credit, can be termed as the birth of sustainable Microfinance Industry in Tanzania.
- National Strategy for Growth and Poverty Reduction (NSGRP) in line with the UN's Millennium Development Goal of cutting half, by 2015, the proportion of people living on less than one dollar a day. Micro finance is a powerful tool to help us get there. Also the NSGRP addresses the importance of micro credit for women and youth as shown in cluster one growth and reduction of income poverty goal.

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Research methodology

- Interview, questionnaires, focus group discussion direct observation and documentary survey were used.
- A random sample of 80 respondents out of 3794 was selected (male and female excluding children) sub population.
- 3 people out of 7BEST staffs, 4 micro credit institutions staffs, 2 government staffs from DCDD

Villages	Pop/village sub-pop	Sampling fraction	No. of people selected
1. Malula	952	0.021	20
2. Valeska	2842	0.021	60
Total	3794		80

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Research questions

1. Are there any institutions providing micro credit in your village?
2. What are the main causes of inadequate micro credit in Malula and Valeska Villages?
3. What are the main problems facing women and youth in the process of accessing to credit facilities?
4. What should be done to address the problem of inadequate/lack of micro credit facilities in the rural areas?

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Findings and Discussions

- Major results were analyzed descriptively and in tabular form. The frequencies and percentages were calculated in order to estimate the magnitude of the problem:
- The study involved 89 respondents, 67 (75%) female and 22 (25) male, ranges between 18 to 50+ years
- 82% of all respondents have primary school education, 10% tertiary education and 8% secondary education
- 69% of respondents were married, 12% widow, 5.6% divorced and 2.2 separated.

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Findings and discussion continues

- Respondents agricultural activities (n=80)

Indicator	%
%whose primary activity is agriculture	100
% growing beans	98
% growing maize	99
% growing coffee	7
% growing vegetables	50
Mean area owned by rural households (acres)	3.3

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Findings and discussion continues

- Economic/business activities (n=80)
- 100% doing petty business
- 60% buying and selling grains
- 40 buying and selling livestock products
- 25% selling other goods
- 25% of respondents belong to economic groups

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Main findings in relation to research questions

- Low level of education accelerated to lack of creativity to develop strategic and sustainable businesses.
- 80% of respondents sources of capital were from their own savings, 17% NGO (WEGCC)
- The amount of credit given ranges from 50,000 to a tune of 200,000 Tshs and the interest rate ranges from 20% to 40% per year. This makes difficult for women and youth to expand and run profitable businesses.
- Income generated from credit acquired from micro credit institution spent on educating children, health services, housing and consumption, which are important for poverty reduction.

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Main findings in relation to research questions cont.

- Are there any institutions providing micro credit in your villages?

99% of all respondents said that only one NGO (WEGCC) provides micro credit in the two villages. However very few individuals access funds from other micro credit institutions outside the villages.

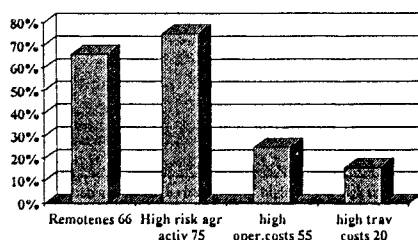
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Main findings in relation to research questions cont.

- What are the main causes of inadequate micro credit in Malula and Valeska villages?
 - Most micro credit institution are not attracted to provide services in the rural areas due to higher risks related to rural activities i.e. agricultural activities, which are more prone to climatic risks.
 - Remoteness of the villages that causes longer transport distances, travel costs .
 - High operational costs, which forces the interest rate to be very high, ranges from 10% to 40% per year.

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causes of inadequate/lack micro credit in rural areas



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Main findings in relation to research questions cont.

3. What are the main problems facing women and youth in the process of accessing micro credit?

71% of respondents said that lack of Collateral (valuable properties). 19% lack of entry fees and shares, 10% unfriendly conditions and procedures (must be a member of a group, guarantors, loan insurance fund before the loan is disbursed).

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Main findings in relation to research questions cont.

What should be done to address the problem of inadequate/lack micro credit in the rural areas?

1. Government and CSOs/NGOs should mobilize funds to provide micro credit with low interest rates in the rural areas.
2. Government and MFIs should reach the poor women and youth in the rural areas
3. The villagers should fundraise and establish VICOPA/SACCOS
4. Emphasis on the culture of savings and economic groups formation. The Project confirms that combining credit scheme with group formation and appropriate training is an effective and successful methodology.

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Recommendations

1. Credit scheme associated with business development services targeting women and youth need to be initiated in Malula and Valeska villages.
2. The amount of credit provided should be increased to enable women and youth become entrepreneurship not only petty traders. Similarly the MFIs should reduce the interest rates charged per year
3. The government should reach the poor people in the villages due to interest rate being lower i.e. 10% per year as compared to other MFIs (20% - 40% per year)

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Recommendation continues

4. Training on business management skills should continue to be conducted before endorsing credit.
5. BEST has to address the issues of fundraising/ resource mobilization for organization and programme Sustainability purposes.
6. The project should emphasize on the culture of savings among women and youth.
7. Research and learning experience should be documented and shared widely so that CSOs/NGOs involved in micro credit provision can learn from each other and join hands in order to reach the poor women and youth in the rural areas.

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Implementation

The implementation conducted by CED student in collaboration with BEST staffs to address the recommendations:

- Recommendations 1, 4 and 5 were selected and translated into project proposal for immediate implementation in 2007/2008:
 - Output
1. Increased number of women and youth undertaking IGAs
 2. Eight women and youth economic groups formed
 3. 120 women and youth trained on group dynamics and business managements skills

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Implementation continues

4. Two micro credit institution identified and the eight groups linked
 5. Five new income generating activities identified and women and youth started to implement..
 5. BEST established savings and credit scheme (in process)
 6. Strengthened capacity of BEST on resource mobilization (two- proposal written and staffs started to apply the skills and knowledge acquired)
 7. Developed monitoring and evaluation plan/system
- BEST Budget Tshs 12,800,000/-
Local contributions. Tshs 3,500,000/-

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Monitoring, Evaluation & Sustainability

- Monitoring plan was developed and implemented to ensure the study performance meets set goal and objectives. The monitoring focused on input, activities implemented (actions and processes), results (products and outputs), reaction of the target group, impact (level of the overall objectives).
- Monitoring was done throughout the period in order to track changes together with the NGO Manager and staffs too. The major tool of monitoring process was the work plan, monthly progress reports.
- Interview, record review, focus group discussion and observation methods were used to evaluate the progress and impact of the implemented activities on regular basis

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M&E and Sustainability Continued

- Mid-term evaluation was done and at the end of the project summative evaluation will be conducted to assess the project's effectiveness, efficiency, impact and cross cutting issues. (HIV/AIDS, gender and environment). Mid term evaluation helped to see the achievements realized such as the women and youth applying the skills obtained from the trainings (keeping records, analysing cost and profit, finding market for their products) and find ways on how to improve.
- In order to ensure sustainability of the project, the CED student developed a proposal on fund raising skills, group dynamics, gender sensitization, business management skills training for 120 women and youth
- Management of credit funds from Mount Meru SACCOS transferred to BEST and established savings and credit scheme for sustainability purposes.

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Sustainability strategies

- The project ensured participation of the target group in all stages - (project planning, implementation, monitoring and evaluation).
- Continuous follow-up/monitoring of the implemented activities by the organization.
- Networking with other stakeholders in the intervention areas
- Formation of committees to supervise project activities in the villages (one committee formed in each village)
- Collaboration with government authorities at the district, ward and village levels
- Emphasized on cost sharing/community contribution
- Women and youth groups formed was linked to the DCDD

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Conclusion

- The project in collaboration with other stakeholders need to address the problem of inadequate / lack of micro credit facilities in rural areas, which will help the small-scale entrepreneurs (Poor women and youth with low income, with or without business experience) to run and expand their businesses and ultimately contribute to reduce poverty in the targeted areas.

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End of Presentation

- Thank you for listening and
God Bless you all!

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